

**AFFIRMATIVE ACTION
ANNUAL REPORT**



**FISCAL YEAR
2018**

Columbus City Officials

Honorable Teresa Pike Tomlinson, Mayor
Honorable Evelyn Turner Pugh, Mayor Pro Tem
Isaiah Hugley, City Manager
Clifton Fay, City Attorney

Councilors

R. Gary Allen
Jerry Barnes
Evelyn Turner Pugh
Walker Garrett
Evelyn Woodson

Mike Baker
Glenn Davis
Bruce Huff
Judy Thomas
John House

Affirmative Action Office

Affirmative Action Administrator
Sheila J. Risper

AFFIRMATIVE ACTION REPORT FISCAL YEAR 2018

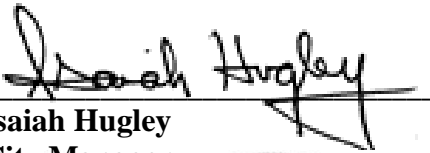
The Columbus Consolidated Government reaffirms its commitment to equal employment opportunity. The Columbus Consolidated Government will not discriminate against any employee or applicant in employment decisions based on race, age, color, religion, national origin, gender, sexual orientation or disability. Decisions in hiring, promotions, demotions, transfers, working conditions, compensation, training, or termination will not be made with unlawful discrimination. This legal responsibility and ethical commitment is codified through the Affirmative Action Program.

The Affirmative Action Plan reflects an analysis of the Columbus Consolidated Government's workforce characteristics, personnel policies and procedures, and where appropriate, goals and timetables for future employment decisions. The Plan further establishes a written commitment to equal employment opportunity and affirmative action to be communicated to and supported by all staff personnel, Department Directors, Division Chiefs, Supervisors, Managers and Employees of the Columbus Consolidated Government.

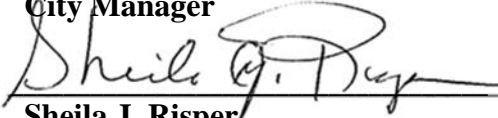
The Affirmative Action Plan is updated annually in keeping with our commitment to the principles of equal employment opportunity and affirmative action.



Honorable Teresa P. Tomlinson
Mayor



Isaiah Hugley
City Manager



Sheila J. Risper
Affirmative Action Administrator

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SECTION I PURPOSE AND POLICY

A. Purpose of the Affirmative Action Program

The Columbus Consolidated Government's Affirmative Action Program for Employment is a set of specific and results oriented procedures to which the City is committed. These procedures, coupled with good faith efforts, will ensure equal employment opportunities for all employees and applicants for employment.

This document represents the City-wide Affirmative Action Program, with specific Departmental Goals and Timetables where appropriate. These Goals and Timetables have been developed by the Affirmative Action Office and reflect consideration of identified problem areas with specific activities for rectification.

B. Equal Employment Opportunity Policy

It is the continuing policy of the Columbus Consolidated Government to provide equal employment opportunities for all employees and qualified applicants for employment; to prohibit discrimination in employment because of race, color, gender, age, sexual orientation, physical disability, religion, national origin, or ancestry; to eliminate procedural, psychological, and physical barriers to the employment of disabled persons; and to promote equal employment opportunities through a continuing Affirmative Action Program. This policy is an integral part of the aspect of personnel administration, in all employment practices, including hiring, firing, promotions, compensation privileges, and overall conditions of employment. Exceptions may be made where a specific age, gender, or physical requirement constitutes a bona fide occupational qualification necessary for proper and efficient administration of the Columbus Consolidated Government,

C. Scope

This plan applies to job titles and merit employees of the Columbus Consolidated Government.

D. Legal Basis

1. Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972.

Title VII is the federal law that prohibits employment discrimination based on race, color, sex, religion, or national origin. Title VII was extended to cover federal, state, and local public employers and educational institutions by the Equal Employment Opportunity Act of 1972. This amendment to Title VII also gave the Equal Employment Opportunity Commission the authority to file suit in federal district court against employers in the private sector on behalf of individuals whose charges were not successfully conciliated.

In 1978, Title VII was amended to include the Pregnancy Discrimination Act, which requires employers to treat pregnancy and pregnancy-related medical conditions the same as any other medical disability with respect to all terms and conditions of employment, including employee health benefits.

Remedies under Title VII are tailored to specific findings of discrimination by EEOC or by the federal district courts. These remedies may include requiring an employer to end discriminatory practices and systems, institute equal employment practices and systems, and in some cases, provide specific make-whole compensation for victims of discrimination.

Remedies may involve reinstatement, hiring, reassignment, promotion, training, seniority rights, back pay, and other compensation and benefits. In pursuing its mission of eradicating discrimination in the workplace, the Equal Employment Opportunity Commission intends that its enforcement be predictable, provide effective relief for those affected by discrimination, allow remedies designed to correct the sources of discrimination, and prevent its recurrence.

The EEOC prohibits covered entities from retaliating against a person who files a charge of discrimination, participates in a discrimination proceeding, or otherwise opposes an unlawful employment practice.

It is incumbent upon the Columbus Consolidated Government to consider the EEOC's position on Gender Identity Discrimination and Sexual Orientation Discrimination. While Gender Identity Discrimination and Sexual Orientation Discrimination are not specifically prohibited under federal law, it is recognized that such claims may be successfully brought under laws prohibiting gender discrimination. As such, the CCG will adhere to the U.S. Equal Employment Opportunity Commission's prohibition of discrimination against an individual because that person is transgender (also known as gender identity discrimination), or a person's sexual orientation (lesbian, gay or bisexual) covered under Title VII of the Civil Rights Act of 1964.

- a. **Title VI of the Civil Rights Act of 1964** prohibits discrimination based on race, color, or national origin in all programs or activities which receive federal financial aid. Although Title VI does not explicitly bar sex discrimination, various federal agencies have prohibited such discrimination in their own regulations.
- b. **The Civil Rights Act of 1866** was one of the several statutes enacted by the Reconstruction Era Congress to implement the newly ratified Thirteenth and Fourteenth Amendments eliminating slavery and guaranteeing all citizens equal protection under the law. The statute, now (codified at 42 U.S.C. Section 1981) referred to simply as Section 1981. Section 1981 provides that "all persons...shall have the same right to make and enforce contracts...as...white citizens." Although the statute was not applied to private incidents of discrimination for over 100 years, in 1975, the Supreme Court held that it did indeed afford a federal remedy for private employment discrimination because of race or color. Section 1981 prohibits substantially the same kinds of discrimination because of race or color as is outlawed by Title VII, and it applied to all employers, regardless of size. Section 1981 has also been construed to prohibit discrimination based on lineage.

The EEOC prohibits covered entities from retaliating against a person who files a charge of discrimination, participates in a discrimination proceeding, or otherwise opposes an unlawful practice.

- c. **The Civil Rights Act of 1991**, passed by both chambers of Congress in the fall of 1991, and signed by President Bush on November 21, 1991, is a patchwork of provisions affecting rights and remedies under Title VII of the Civil Rights Act of 1964, The Rehabilitation

Act of 1973, the Americans with Disabilities Act of 1990, The age, Discrimination in Employment Act, Section 1981 of the Reconstruction Statutes, and other civil statutes subject to the Attorneys' Fees Awards Act of 1976. Its principal thrust is to reverse the effect of a number of Supreme Court decisions handed down from 1989-1991, which was perceived to have unduly narrowed the rights of individuals to protect themselves from employment discrimination. Section 102 adds to the Civil Rights statutes a new Section 1977A, which permits a "complaining party" pursuing a claim under Title VII, the ADA, or the federal employment sections of the Rehabilitation Act, to recover compensatory and punitive damages in the case of intentional discrimination.

2. **Americans with Disabilities Act of 1990** prohibits discrimination against qualified individuals with disabilities in employment, public services and transportation, public accommodations, and telecommunications services. It contains four major sections, and a miscellaneous section covering exemptions, attorney's fees, and amendments to the Rehabilitation Act of 1973.

- a. **The Americans with Disabilities Act (ADA) Amendments Act of 2008** On September 25, 2008, the President signed the Americans with Disabilities Act Amendments Act of 2008 ("ADA Amendments Act" or "Act"). The ADA Amendments Act is effective as of January 1, 2009. The Act emphasizes that the definition of disability should be construed in favor of broad coverage of individuals to the maximum extent permitted by the terms of the ADA and generally shall not require extensive analysis.

The Act makes important changes to the definition of the term "disability" by rejecting the holdings in several Supreme Court decisions and portions of EEOC's ADA regulations. The effect of these changes is to make it easier for an individual seeking protection under the ADA to establish that he or she has a disability within the meaning of the ADA.

The Act also confirms that an employer must engage in the interactive process to reach a resolution.

- b. **The Rehabilitation Act of 1973** establishes federal policy to eliminate discrimination against any qualified employee or applicant because of a physical or mental disability. The policy includes all employment practices such as upgrading, demotion, or transfer, recruitment, advertising, layoff or termination, rates of pay, or other forms of compensation and training. The intent of the Act is to employ and advance in employment qualified disabled individuals who, with reasonable accommodation can perform the essential functions of the job.

Under this Act, government contractors and agencies must maintain affirmative action programs designed to increase participation of disabled persons in the contractor's work force. Recipients of government grants are forbidden to discriminate against the disabled but are not required to adopt affirmative action plans.

- c. **Section 503, Rehabilitation Act of 1973** requires that any employer with a federal Contract of \$2,500 or more must take affirmative action to hire and promote disabled persons. Regulations based on Section 503 require federal contractors with contracts

of \$50,000 or more and fifty or more employees to have written Affirmative Action Program for the disabled. Section 503 is enforced by the Office of the Federal Contract Compliance Programs (OFCCP).

- d. **Section 402, Veteran 's Readjustment Act of 1974** requires any employer with a federal contract of \$10,000 or more to take affirmative action to employ and promote qualified disabled veterans and veterans of the Vietnam Era.

Employers of the disabled and veterans must also maintain additional records showing the promotions for which those individuals were considered. Contractors with a contract for \$50,000 or more and fifty or more employees must also have a written Affirmative Action program for disabled and Vietnam Era Veterans.

- 3. **The Equal Pay Act of 1963** protects women and men who perform substantially equal work against pay discrimination based on gender. Passage of this landmark law in June, 1963 marked a significant milestone in helping women, who are the chief victims of unequal pay, to achieve equality in their paychecks. The coverage of the Equal Pay Act is extended to most private employees whose employers are covered by the Fair Labor Standards Act, including executive, administrative, professional and outside sales employees who are exempt from the minimum wage and overtime provisions. Most federal, state, and local government workers are also covered under the act.

The basic provisions of the Act are thus:

- a. Prohibits sex discrimination in the payment of wages to women and men performing substantially equal work in the same establishment;
- b. Prohibits employers from reducing wages of either sex to comply with the law;
- c. Prohibits labor organizations from causing employers to violate the law. The law does not apply to pay difference based on factors other than gender (i.e., seniority, merit, or systems designed to reward worker productivity).

Penalties for employer violations include payment of back wages, interest, liquidated damages, attorney's fees, and court costs.

- 4. **The Lilly Ledbetter Fair Pay Act of 2009** On January 29, 2009, the Lilly Ledbetter Fair Pay Act of 2009 was signed into law. The Act restores the pre-***Ledbetter*** position of the EEOC that each paycheck that delivers discriminatory compensation is a wrong actionable under the federal EEO statutes, regardless of when the discrimination began. As noted in the Act, it recognizes the "reality of wage discrimination" and restores "bedrock principles of American law."

Under the Act, an individual subjected to compensation discrimination under Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967, or the Americans with Disabilities Act of 1990 may file a charge within 180 (or 300) days of any of the following:

when a discriminatory compensation decision or other discriminatory practice affecting compensation is adopted; when the individual becomes subject to a discriminatory compensation decision or other discriminatory practice affecting compensation; or when

the individual's compensation is affected by the application of a discriminatory compensation decision or other discriminatory practice, including each time the individual receives compensation that is based in whole or part on such compensation decision or other practice. The Act has a retroactive effective date of May 28, 2007 and applies to all claims of discriminatory compensation pending on or after that date.

5. **The Age Discrimination in Employment Act of 1967** (as amended in 1978), protects workers 40 years of age and older from arbitrary age discrimination in hiring, discharge, pay, promotions, fringe benefits, and other aspects of employment.

The ADEA is designed to promote employment of older persons on the basis of ability rather than age and to help employers and workers find ways to address problems arising from the impact of age on employment.

The law does not apply where age is a bona fide occupational qualification. It also does not bar employers from differentiating among employees based on reasonable factors other than age, or from observing the terms of a bona fide seniority system or a bona fide employee benefits plan (i.e., retirement, pension, or insurance plan), except that no such seniority system or employee benefits plan will excuse mandatory retirement and/or refusal to hire.

The EEOC prohibits covered entities from retaliating against a person who files a charge of discrimination, participates in a discrimination proceeding or otherwise opposes an unlawful employment practice.

6. **Executive Order 11246** compels all nonexempt employers bidding for or holding Federal government contracts or party to contracts given government assistance to include or incorporate by reference an “equal opportunity” clause. Financial institutions acting as depositories of any amount of Federal funds or issuing or paying agents for U.S. Savings Bonds must also adhere to the provisions of the Order.

This order covers all employers with government contracts or subcontracts of more than \$10,000, with some rare exceptions. It also applies to most banks and to contractors and subcontractors on construction projects financed in whole or in part by Federal funds. In addition, Revised Order Number 4, based on E.O. 11246, requires contractors and subcontractors with fifty or more employees and a contract of \$50,000 or more to develop and carry out a written Affirmative Action Program. This Executive Order is enforced by the Labor Department’s Office of Federal Contract Compliance Program (OFCCP).

This Executive Order was amended on July 21, 2014 to provide for a uniform policy for the Federal Government to prohibit discrimination and take further steps to promote economy and efficiency in Federal Government procurement by prohibiting discrimination based on sexual orientation and gender identity.

7. **Section 102, Immigration Reform and Control Act of 1986 (IRCA)** makes it illegal for employers to knowingly employ unauthorized aliens and requires employers to complete a verification form (I-9) for each person hired after November 6, 1986, which establishes their identity and citizenship or authorized alien status in the United States. Section 102 of IRCA also prohibits discrimination against any person other than an “unauthorized alien” on the basis of national origin or, in some cases, citizenship.

IRCA's prohibition against citizenship discrimination applies to all employers of more than three people, and the national origin discrimination sanctions apply to employers with more than three employees who are not covered by Title VII (i.e., have fewer than fifteen employees). The practical effect of IRCA's anti-discrimination provisions is to extend the prohibition on national origin discrimination to small employers not already covered by Title VII and citizenship anti-discrimination provisions to all employers with more than three employees.

A contractor, however, must make reasonable accommodation to the needs of a disabled person who might otherwise be unable to obtain employment, unless the accommodation would cause undue hardship. The only remedy expressly mentioned in the statute is administrative action by the Secretary of Labor.

8. **Genetic Information Nondiscrimination Act of 2008 (GINA)** Title II of the Genetic Information Nondiscrimination Act of 2008 protects applicants and employees from discrimination based on genetic information in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment. GINA also restricts employers' acquisition of genetic information and strictly limits disclosure of genetic information. Genetic information includes information about genetic tests of applicants, employees, or their family members; the manifestation of diseases or disorders in family members (family medical history); and requests for or receipt of genetic services by applicants, employees, or their family members.
9. **The Columbus Consolidated Government, Affirmative Action Plan** Resolution 221-76 (as revised), approved by the Mayor, May 25, 1976, authorized the Mayor and Council of the City of Columbus to establish and implement an Affirmative Action Plan and Policy for the Columbus Consolidated Government.

E. Objective

The equal employment objective of the Columbus Consolidated Government is to achieve, within a five-year frame, an employee profile, in each major job classification, which is an appropriate reflection of the minority and female availability in our Metropolitan Statistical Labor Area.

This objective calls for achieving the full utilization of minorities and women in the total workforce and at all levels of the City Government; to prohibit discrimination in employment because of race, color, religion, national origin, gender, age, or disability, and to have an environment free from discrimination and retaliation.

The major thrust of the City's efforts to reach this stated objective will be through the Affirmative Action Plan. Integral parts of the plan are goals and time frames designed to change the race and gender profile, particularly in those areas where women and minorities have been historically underutilized.

F. Equal Employment Progress

(Five-year historical comparative analysis. (2018 looking back to 2013))

Statistical data for March 2018		
Total Workforce	2,439	100%
Male	1,721	70.6
Female	718	29.4
Minority	1,072	44.0
Statistical data for June 2013		
Total Workforce	2,558	100%
Male	1,791	70.0%
Female	767	30.0%
Minority	1,094	42.8%
Civilian Labor Force – Census 2010		
Total Civilian Labor Workforce	126,814	100%
Male	59,664	46.9%
Female	67,175	52.8%
Minority	61,264	48.1%
Unemployment Rate As of June 2018 – 4.0%	<i>Source U.S. Bureau of Labor Statistics</i>	

* The information used for this report is as of March 31, 2018. There are very little differences from March 31, 2018 to June 30, 2018. The margin of error is +/-0.4%.

The Columbus Consolidated Government's workforce has remained stable this fiscal year. The overall percentage of women in Public Safety and General Government's workforce is 29.4 % and continues to lag behind the relative availability of women in the civilian labor workforce of 53%. This percentage will likely increase as more women enter the field of public safety. Women make up 33% of upper-level management and professional positions in City Government.

The overall percentage of minorities in the City Government's workforce is 44%, female in the workplace 33% and this is in pace with the available civilian labor force of 48%. Minorities comprise 35% of upper- level management and professional positions.

SECTION II

POLICY DISSEMINATION

A. Internal

1. The Mayor, City Manager and Affirmative Action Administrator will distribute copies of the Columbus Consolidated Government's Affirmative Action Plan to all department heads, division chiefs and all other individuals with supervisory authority to be made available to and discussed with all City employees. Both the City's Affirmative Action Policy Statement and the Equal Opportunity poster will be displayed in appropriate areas accessible to City employees and applicants for employment.
2. All new employees will be informed of the City's Affirmative Action Plan. As new employees are processed, they will receive a copy of the Columbus Consolidated Government's "Statement of Affirmative Action" pamphlet.
3. All employees will be made aware that they share the responsibility for making the Affirmative Action Plan successful.
4. The governmental policy of equal opportunity will continue to be one of the policies included in the Personnel Rules and Regulations.
5. A continuing program of communication will be maintained to demonstrate that all employees are an important part of the Consolidated Government's workforce. This program will include training, emails and posted notices on the City Intranet and other methods of communications that may be needed to clearly define the government's position regarding Affirmative Action.
6. In addition, all employees will be informed of the City's EEO/AA policy through:
 - * Publicity at all Government work sites;
 - * Policy inclusion in employee handbooks;
 - * Notices on check stubs; and,
 - * Presentation and discussion of the program as a part of training and workshops.

The Affirmative Action Administrator will be responsible for conducting EEO/AA Seminars for Elected Officials, Department Directors, Division Chiefs, and all other individuals with supervisory authority. These workshops will be conducted in order to maximize their understanding of the full scope of the Program and to brief them on national and local matters pertaining to the employment of women, minorities and disabled persons.

B. External

1. The City of Columbus' Affirmative Action Plan will be made available to any member of the public upon request or by visiting the City's website at www.columbusga.org.
2. All sub-contractors, vendors and suppliers will be notified in writing of the City's equal employment opportunity policy, requesting supportive action on their part to implement an Affirmative Action Plan.
3. The EEO/AA clause "An Equal Opportunity/Affirmative Action Organization" will appear on all Columbus Consolidated Government official stationery, envelopes, purchase orders, contracts, lease agreements, etc.

SECTION III RESPONSIBILITY

A. Council

The Council's adoption of Resolution # No. 518-92 as amended is a strong, positive statement of personal and professional commitment, legal obligations and the importance of Equal Employment Opportunity for all Columbus' citizens as a major governmental priority.

B. Mayor

As spokesperson for this government, the Mayor acknowledges responsibility for the overall administration of the City of Columbus Affirmative Action Plan. She will receive the updated report each year and by signing the report will signal the City's ongoing commitment to EEO.

C. The Mayor and City Manager

1. The Mayor and City Manager will place a priority on filling upper-level supervisory, managerial, and executive positions with minority/female qualified candidates where underutilization exists.
2. The Mayor and the City Manager have responsibility for overall administration, monitoring and implementation of the Affirmative Action Plan and encouraging affirmative action efforts on the part of Department Directors. The Mayor and the City Manager will develop annual evaluations for the Department Directors and include affirmative action efforts as one of the items of evaluation. This is in compliance with federal requirements.
3. The City Manager and or Mayor as appropriate will be responsible for the adherence of the employee selection process as set forth in the Personnel Rules and Regulations in the Code of Ordinances of Columbus, Georgia.

D. Affirmative Action Administrator

The Affirmative Action Administrator will primarily be concerned with monitoring the Consolidated Government's Affirmative Action Plan with the direct reporting to the Mayor concerning these duties. The Affirmative Action Administrator will be available to assist and advise all Department Directors, Division Chiefs, and all other individuals with supervisory authority who have the actual responsibility of implementing the Affirmative Action Plan. The specific duties of the Affirmative Action Administrator are directly responsible for and not limited to:

- 1) Develop and maintain policy statements, a written EEO program, internal and external communications' procedures; analyze employment data, identify problem areas, and devise programs to achieve goals. These programs will include specific remedies to eliminate any discriminatory practices that might be discovered in the employment system.

- 2) Design, implement, and monitor internal audit and reporting systems to measure program effectiveness and to determine where progress has been made and where further action is needed.
- 3) Report quarterly to the Mayor and City Manager on the status of each department in relation to Affirmative Action goals.
- 4) Report annually to the full City Council on the progress the Columbus Consolidated Government is making in the utilization of women and minorities.
- 5) Identify training needs and implement necessary programs.
- 6) Serve as liaison between departmental units, government regulatory agencies, minority, women, and handicapped organizations, and other community groups.
- 7) Monitor the employee selection process; examining all phases of selection and testing procedures to ensure against discriminatory practices, and other validation where necessary.
- 8) Provide counseling for employees on promotional opportunities and encourage all employees' participation in promotional examinations.
- 9) Assure that current legal information affecting Affirmative Action is disseminated to responsible officials.
- 10) Make available managerial and supervisory training to personnel to emphasize that the Council considers the Affirmative Action Plan to be a major governmental priority.
- 11) Participate in all stages of employee grievance procedures, including Personnel Review Board hearings.
- 12) Assist the Human Resources Director/Department Directors in establishing upward mobility programs through learning opportunities that promote upward mobility; investigate or review as appropriate employment discrimination and retaliation complaints; take positive steps in encouraging all employees to utilize training opportunities that will qualify them for professional and administrative classifications.
- 13) Whenever employees are disciplined, laid-off, discharged, or demoted, the Affirmative Action Administrator will be notified.
- 14) Maintain a comprehensive EEO complaint system to ensure that allegations of discrimination (on grounds of race, color, religion, gender and national origin or disability status) will receive prompt, fair and impartial consideration and disposition with appropriate corrective action taken as needed.
- 15) Establish and maintain two-way communication with the general public.
- 16) Promote the recruiting of minority, disabled and women applicants and establishing outreach sources for use by hiring officials.

E. Human Resources Director

The Human Resources Director will establish a special recruitment program, conduct recruitment and orientation in the entire community, and develop regular communication channels with all neighborhoods to assure that equal employment opportunity information is widely disseminated.

- 1) Analyze testing procedures and all other aspects of the recruitment and certification process to ensure that artificial barriers against hiring all applicants or promoting all employees are eliminated.
- 2) Recommend policy changes to the Mayor and City Manager.
- 3) Analyze and remove artificial barriers in class specifications which discriminate against women and minorities and actively recruit women and minorities to apply for job classifications which have been traditionally closed.
- 4) Evaluate applications in a non-discriminatory, impersonal manner, following specific criteria.
- 5) Provide hiring officials, if requested, all applications for a job.
- 6) Review current minority and/or female employees' qualifications to determine promotability within present departments and identify those who should be placed on the eligible lists, which are required by the personnel regulations for promotion. (16B-5-1 through 16B-5-7).
- 7) Keep management and the Affirmative Action Administrator informed of personnel program changes, and situations or problems, which may have an adverse impact on the Affirmative Action Program.

F. Department Directors, Division Chiefs, and Supervisors

Each Department Director, Division Chief and all other individuals with supervisory authority have the immediate responsibility of carrying out the policy of affirmative action in the area in which they have authority, and they will:

- 1) Pledge themselves to the objectives of this plan by adopting a positive attitude with visible manifestations of their commitment of equal opportunity on the part of city leadership.
- 2) Develop and implement training and promotional programs within their respective departments to ensure the success of this program.
- 3) Actively participate in assessing all aspects of employment in order to identify and remove barriers obstructing the achievement of specified goals and objectives.
- 4) Hold regular discussions with other managers, supervisors, and employees to ensure the policies and procedures of the Columbus Consolidated Government are being followed.

- 5) Review the qualifications of all employees to ensure that minorities, disabled persons, and women are given full opportunities for transfers, promotions, training, salary increases, and other forms of compensation.
- 6) Participate in the review and/or investigation of complaints alleging discrimination.
- 7) Conduct and support career counseling and upward mobility programs for all employees.
- 8) Perform necessary reviews to ensure compliance with established EEO/AA policies and procedures.
- 9) Assists in recruiting efforts to develop a diverse applicant pool.

G. Personnel Review Board

The Personnel Review Board will hear appeals from employees concerning grievances or the application of Personnel Rules and Regulations.

H. General

- All employees will be encouraged to participate in government-sponsored activities without regard to race, religion, color, gender, sexual orientation, age, national origin or disability status.
- All work areas, restrooms, lounges and recreational areas will continue to be maintained on a non-segregated basis.

**SECTION IV
POPULATION/EMPLOYMENT DATA**

**Columbus MSA
2010 Census Population and Labor Force Data**

A. General Population	Number	Percent
Total Population	294,865	100%
Male	143,476	49%
Female	151,389	51%
Population by Race	Number	Percent
White	154,718	52.5%
Black/African American	119,023	40.4%
Asian	4,975	1.7%
American Indian/Alaska Native	1,183	0.4%
Native Hawaiian/Pacific Islander	646	0.2%
Some other race	6,335	2.1%
Two or more races	7,985	2.7%
Population by Ethnicity		
Hispanic or Latino (of any race)	16,896	5.7%
B. Civilian Labor Force	Number	Percent
Total Civilian Labor Force	126,814	100%
Male	59,664	46.9%
Female	67,175	52.8%
Minority	61,264	48.1%
C. Disabled Population	Number	Percent
Total Disabled Population	29,000	100%
Male	17,400	60%
Female	11,600	40%

D. City Government Workforce Profile (As of June 2018)

Total Workforce	2439	100%
Male	1721	70.6
Female	718	29.4
Minority	1072	44.0
Public Safety Workforce	1329	100%
Male	1008	75.8
Female	321	24.2
Minority	513	38.6

*The information used for this report is as of March 31, 2018. There are very little differences from March 31, 2018 to June 30, 2018. The margin of error is +/-0.4%.

**Columbus MSA: Muscogee, Harris, Chattahoochee and Marion Counties, in
Georgia, and Russell County in Alabama**

Source: U.S. Census Bureau

E. Salary Statistics as of June 2018 indicate:

Columbus Consolidated Government
EEOC Salary Statistical Report
As of
03/31/2018

JOB CATEGORIES	Employees	Male		Female		Minorities	
		NUM	%	NUM	%	NUM	%
16.0-19.9	6	3	50.0%	3	50.0%	2	33.3%
20.0-24.9	56	47	83.9%	9	16.1%	41	73.2%
25.0-32.9	601	326	54.3%	274	45.7%	343	57.2%
33.0-42.9	1034	762	73.7%	272	26.3%	460	44.5%
43.0-54.9	487	391	80.3%	96	19.7%	154	31.6%
55.0-69.9	152	121	79.6%	31	20.4%	40	26.3%
70.0-Plus	104	71	68.3%	33	31.7%	32	30.8%
Total	2439	1721	70.6%	718	29.4%	1072	44.0%

*The information used for this report is as of March 31, 2018. There are very little differences from March 31, 2018 to June 30, 2018. The margin of error is +/-0.4%.

F. General Survey Data

1. Females and minorities are underutilized in the following job categories:

<u>Job Category</u>	<u>Females</u>	<u>Minorities</u>
Officials & Administrators	X	X
Professionals	X	X
Technicians	X	X
Protective Services	X	
Paraprofessionals		
Office/Clerical		
Skilled Craft	X	
Service Maintenance	X	

G. Factor Analysis to determine Underutilization of Minorities and Women

The following factors are considered in determining the underutilization status of women and minorities within job classifications for the Columbus Consolidated Government.

Minority Availability Factors

1. The minority population of the labor area surrounding the facility.
2. The size of the minority unemployment force in the labor area surrounding the facility.
3. The percentage of the minority work force as compared with the total workforce in the immediate labor area.
4. The general availability of minorities having requisite skills (the skills needed to do work required in the job group) in the immediate labor area.
5. The availability of minorities having requisite skills in an area in which the (contractor) can reasonably recruit.
6. The availability of promotable and transferable minorities within the present organization.
7. The existence of training institutions capable of training persons in the requisite skills.
8. The degree of training which the (contractor) is reasonably able to undertake as a means of making all job classes available to minorities.

Female Availability Factors

1. The size of the female unemployment force in the labor area surrounding the facility.
2. The female work force as a percentage of the total work force in the immediate labor area.
3. The general availability of women having requisite skills in the immediate labor area.
4. The availability of women having requisite skills in an area in which the (contractor) can reasonably recruit.
5. The availability of women seeking employment in the labor or recruitment area of the contractor.
6. The availability of promotable and transferable female employees within the organization.
7. The existence of training institutions capable of training persons in the requisite skills.
8. The degree of training which the (contractor) is reasonably able to undertake as a means of making all job classes available to women.

EMPLOYMENT PRACTICES SUMMARY FY2018

All Job Groups	Total	Females	Males	Minorities	
Total New Hires	343	119	224	169	
Percentage	100%	35%	65%	49%	
NEW HIRES					
		MINORITY		NON-MINORITY	
JOB CATEGORIES	HIRED	MALES	FEMALES	MALES	FEMALES
Officials and Administrators	23	3	5	12	3
Professionals	39	8	3	12	16
Technician	6	1	2	2	1
Protective Services	131	46	16	54	15
Paraprofessionals	1	0	1	0	0
Office/Clerical	49	3	19	6	21
Skilled/Craft	18	10	0	8	0
Service/Maintenance	76	37	15	22	2
Total New Hires	343	108	61	116	58
Percentage of New Hires	100%	31%	18%	34%	17%
<u>Employee Relations</u>					

EMPLOYMENT PRACTICES

New Hires from applications received

Male-New Hires							
JOB CATEGORIES	HIRED	White	Black	Indian/Alaska	Asian/Pac	Hispanic	Other
Officials/Administrators	0	12	3	0	0	0	0
Professionals	20	12	6	0	0	1	1
Technicians	3	2	0	0	0	0	1
Protective services	100	54	41	0	0	5	0
Paraprofessionals	0	0	0	0	0	0	0
Office / Clerical	9	6	3	0	0	0	0
Skilled / Craft	18	8	8	0	1	1	0
Service /Maintenance	59	22	37	0	0	0	0
Total New Hires	224	116	98	0	1	7	2
Percentage	100%	52%	44%	0%	0%	3%	1%
Female-New Hires							
JOB CATEGORIES	HIRED	White	Black	Indian/Alaska	Asian/Pac	Hispanic	Other
Officials /Administrators	8	3	5	0	0	0	0
Professionals	19	16	2	1	0	0	0
Technicians	3	1	0	0	0	0	2
Protective services	31	15	15	0	0	0	1
Paraprofessionals	1	0	1	0	0	0	0
Office / Clerical	40	21	18	0	0	1	0
Skilled / Craft	0	0	0	0	0	0	0
Service / Maintenance	17	2	15	0	0	0	0
Total New Hires	119	58	56	1	0	1	3
Percentage	100%	49%	47%	0%	0%	0%	3%

*The information used for this report is as of March 31, 2018. There are very little differences from March 31, 2018 to June 30, 2018. The margin of error is +/-0.4%.

EMPLOYEE DISCIPLINARY SUMMARY FY2018

	Total	Females	Males	Minorities
Total Disciplinary	427	119	308	174
Percentage	100%	28%	72%	41%

EMPLOYEE DISCIPLINARY ACTIONS REPORT

Male

CATEGORIES	TOTAL	White	Black	Indian/Alaska	Asian/Pac	Hispanic	Other
Correction	133	49	76	0	1	6	1
Correction w/Probation	8	2	6	0	0	0	0
Correction w/Suspension	137	72	59	0	1	2	3
Recommend Dismissal	8	1	6	0	0	0	1
Demotion	0	0	0	0	0	0	0
Dismissal	22	10	11	0	0	1	0
Total	308	134	158	0	2	9	5
Percentage	100%	44%	51%	0%	0%	3%	2%

Female

CATEGORIES	TOTAL	White	Black	Indian/Alaska	Asian/Pac	Hispanic	Other
Correction	46	13	30	0	0	3	0
Correction w/Probation	2	1	0	0	0	0	1
Correction w/Suspension	59	20	35	0	0	3	1
Recommend Dismissal	4	0	4	0	0	0	0
Demotion	0	0	0	0	0	0	0
Dismissal	8	3	4	0	0	1	0
Total	119	37	73	0	0	7	2
Percentage	100%	31%	61%	0%	0%	6%	2%

*Percentages are rounded up to the whole number when possible

**The information used for this report is as of March 31, 2018. There are very little differences from March 31, 2018 to June 30, 2018. The margin of error is +/-0.4%.

EMPLOYEE SEPARATIONS SUMMARY FY2018

	Total	Females	Males	Minorities
Total Separations	310	104	206	141
Percentage	100%	34%	66%	45%

EMPLOYEE SEPARATIONS REPORT

Male							
CATEGORIES	TOTAL	White	Black	Indian/Alaska	Asian/Pac	Hispanic	Other
RETIRED	50	31	19	0	0	0	0
RESIGN	122	66	49	0	0	3	4
DISMISSAL	22	10	11	0	0	1	0
LAY OFF	11	10	1	0	0	0	0
EOA	1	1	0	0	0	0	0
TOTAL	206	118	80	0	0	4	4
PERCENTAGE	100%	57%	39%	0%	0%	2%	2%
Female							
CATEGORIES	TOTAL	White	Black	Indian/Alaska	Asian/Pac	Hispanic	Other
RETIRED	31	13	16	0	1	1	0
RESIGN	62	34	26	1	0	0	1
DISMISSAL	8	3	4	0	0	1	0
LAY OFF	1	1	0	0	0	0	0
EOA	2	0	2	0	0	1	0
TOTAL	104	51	48	1	1	2	1
PERCENTAGE	100%	49%	46%	1%	1%	2%	1%

*Percentages are rounded up to the whole number when possible

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EMPLOYEE PROMOTIONS SUMMARY FY2018

	Total	Females	Males	Minorities	
Total Promotions	168	48	120	79	
Percentage	100%	29%	71%	47%	

PROMOTIONS REPORT

Male							
JOB CATEGORIES	Promoted	White	Black	Indian/Alaska	Asian/Pac	Hispanic	Other
Officials/Administrators	5	4	1	0	0	0	0
Professionals	17	13	4	0	0	0	0
Technicians	23	17	5	0	0	1	0
Protective services	43	18	21	1	0	2	0
Paraprofessionals	0	0	0	0	1	0	0
Office / Clerical	6	2	4	0	0	0	0
Skilled / Craft	16	6	9	0	0	1	0
Service /Maintenance	10	2	8	0	0	0	0
Total	120	62	52	1	1	4	0
Percentage	100%	52%	43%	1%	1%	3%	0%
Female							
JOB CATEGORIES	Promoted	White	Black	Indian/Alaska	Asian/Pac	Hispanic	Other
Officials /Administrators	7	5	2	0	0	0	0
Professionals	5	1	4	0	0	0	0
Technicians	6	5	1	0	0	0	0
Protective services	15	6	9	0	0	0	0
Paraprofessionals	0	0	0	0	0	0	0
Office / Clerical	13	9	4	0	0	0	0
Skilled / Craft	0	0	0	0	0	0	0
Service / Maintenance	2	1	1	0	0	0	0
Total	48	27	21	0	0	0	0
Percentage	100%	56%	44%	0%	0%	0%	0%

*Percentages are rounded up to the whole number when possible.

**The information used for this report is as of March 31, 2018. There are very little differences from March 31, 2018 to June 30, 2018. The margin of error is +/-0.4%.

EMPLOYEE TRANSFERS SUMMARY FY2018

	Total	Females	Males	Minorities	
Total Transfers	139	37	102	57	
Percentage	100%	27%	73%	41%	

TRANSFERS REPORT

Male							
JOB CATEGORIES	Transfers	White	Black	Indian/Alaska	Asian/Pac	Hispanic	Other
Officials/Administrators	1	0	1	0	0	0	0
Professionals	3	2	1	0	0	0	0
Technicians	20	12	7	0	0	1	0
Protective services	63	35	26	0	0	1	1
Paraprofessionals	0	0	0	0	0	0	0
Office / Clerical	3	2	1	0	0	0	0
Skilled / Craft	4	2	1	0	0	1	0
Service /Maintenance	8	2	6	0	0	0	0
Total	102	55	43	0	0	3	1
Percentage	100%	54%	42%	0%	0%	3%	1%
Female							
JOB CATEGORIES	Transfers	White	Black	Indian/Alaska	Asian/Pac	Hispanic	Other
Officials /Administrators	0	0	0	0	0	0	0
Professionals	6	4	2	0	0	0	0
Technicians	5	4	1	0	0	0	0
Protective services	5	3	2	0	0	0	0
Paraprofessionals	2	2	0	0	0	0	0
Office / Clerical	18	13	5	0	0	0	0
Skilled / Craft	0	0	0	0	0	0	0
Service / Maintenance	1	1	0	0	0	0	0
Total	37	27	10	0	0	0	0
Percentage	100%	73%	27%	0%	0%	0%	0%

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EMPLOYEE DEMOTION SUMMARY FY2018

	Total	Females	Males	Minorities	
Total Demotions	14	4	10	8	
Percentage	100%	29%	71%	57%	

DEMOTIONS REPORT

Male							
JOB CATEGORIES	Demotions	White	Black	Indian/Alaska	Asian/Pac	Hispanic	Other
Officials/Administrators	0	0	0	0	0	0	0
Professionals	0	0	0	0	0	0	0
Technicians	0	0	0	0	0	0	0
Protective services	8	4	4	0	0	0	0
Paraprofessionals	0	0	0	0	0	0	0
Office / Clerical	0	0	0	0	0	0	0
Skilled / Craft	1	0	1	0	0	0	0
Service / Maintenance	1	1	0	0	0	0	0
Total	10	5	5	0	0	0	0
Percentage	100%	50%	50%	0%	0%	0%	0%
Female							
JOB CATEGORIES	Demotions	White	Black	Indian/Alaska	Asian/Pac	Hispanic	Other
Officials /Administrators	0	0	0	0	0	0	0
Professionals	0	0	0	0	0	0	0
Technicians	0	0	0	0	0	0	0
Protective services	4	1	3	0	0	0	0
Paraprofessionals	0	0	0	0	0	0	0
Office / Clerical	0	0	0	0	0	0	0
Skilled / Craft	0	0	0	0	0	0	0
Service / Maintenance	0	0	0	0	0	0	0
Total	4	1	3	0	0	0	0
Percentage	100%	25%	75%	0%	0%	0%	0%

*Percentages are rounded up to the whole number when possible.

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Fair Treatment Report Analysis:		
Fair Treatment Reports Filed		18
EEOC Charges Filed		13
Personnel Review Board Hearings		3
Civil Law Suits Filed		4
<i>These totals do not include informal contacts, referrals, or requests for information.</i>		

JOB APPLICATION / EEO REPORT		
Dates: 07/01/2017- 06/30/2018		
Position: All		
	Total	Percentage
Total Applications	23,800	100%
Ethnic Category		
	Total	Percentage
White (not Hispanic)	6,568	27.60%
Black (not Hispanic)	14,998	63.02%
Hispanic	129	0.54%
Asian or Pacific Islander	221	0.93%
American Indian or Alaskan Native	779	3.27%
Other	937	3.94%
Not Answered	168	0.71%
Sex		
	Total	Percentage
Male	8,208	34.49%
Female	15,451	64.92%
Not Answered	141	0.59%
Disability		
	Total	Percentage
Yes	662	2.78%
No	23,138	97.22%
Programs		
	Total	Percentage
CCG Employee	2,576	10.82%
CCG TV	56	0.24%
CCG Web (Internet)	7,040	29.58%
Department of Labor	933	3.92%
Governmentjobs.com	6,677	28.05%
Job Posting in HR Lobby	486	2.04
Local Newspaper	135	0.57%
Professional Publication	176	0.74%
Other	5,491	23.07%
Not Answered	230	0.97%

UTILIZATION ANALYSIS FY18

JOB CATEGORIES	Total	Black		Indian/Alaska		Asian/Pac		Hispanic		Minorities		Male		Female	
		Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%
Officials/Administrator	173	58	33.5%	0	0.0%	2	1.1%	1	0.5%	62	35.8%	119	68.7%	54	31.2%
Professionals	336	107	31.8%	1	0.2%	0	0.0%	6	1.7%	118	35.1%	226	67.2%	110	32.7%
Technicians	393	108	27.4%	2	0.5%	1	0.2%	11	2.7%	125	31.8%	334	84.9%	59	15.0%
Protective Services	805	316	39.2%	1	0.1%	8	0.9%	21	2.6%	351	43.6%	654	81.2%	151	18.7%
Paraprofessionals	21	9	42.8%	0	0.0%	0	0.0%	0	0.0%	9	42.8%	4	19.0%	17	80.9%
Office / Clerical	298	125	41.9%	0	0.0%	5	1.6%	9	3.0%	141	47.3%	32	10.7%	266	89.2%
Skilled / Craft	138	66	47.8%	0	0.0%	2	1.4%	3	2.1%	71	51.4%	133	96.3%	5	3.6%
Service / Maintenance	275	189	68.7%	0	0.0%	1	0.3%	4	1.4%	195	70.9%	219	79.6%	56	20.3%
Total	2439	978	40.0%	4	0.1%	19	.07	55	2.2%	1072	43.9%	1721	70.5%	718	29.5%

* The information used for this report is as of March 31, 2018. There are very little differences from March 31, 2018 to June 30, 2018. The margin of error is +/-0.4%.

EEO UTILIZATION PERCENTAGES FY18

JOB CATEGORIES	Black	Indian/Alaska	Asian/Pac	Hispanic	Minorities	Male	Female
Officials /Administrators	33.5%	0.0%	1.1%	0.5%	35.8%	68.7%	31.2%
Professionals	31.8%	0.2%	0.0%	1.7%	35.1%	67.2%	32.7%
Technicians	27.4%	0.5%	0.2%	2.7%	31.8%	84.9%	15.0%
Protective services	39.2%	0.1%	0.9%	2.6%	43.6%	81.2%	18.7%
Paraprofessionals	42.8%	0.0%	0.0%	0.0%	42.8%	19.0%	80.9%
Office / Clerical	41.9%	0.0%	1.6%	3.0%	47.3%	10.7%	89.2%
Skilled / Craft	47.8%	0.0%	1.4%	2.1%	51.4%	96.3%	3.6%
Service Maintenance	68.7%	0.0%	0.3%	1.4%	70.9%	79.6%	20.3%
Total	40.0%	0.1%	0.7%	2.2%	43.9%	70.5%	29.5%

*The information used for this report is as of March 31, 2018. There are very little differences from March 31, 2018 to June 30, 2018. The margin of error is +/-0.4%.

SECTION V PLAN OF ACTION

The City of Columbus views the Affirmative Action Program as a results-oriented program designed to enhance the opportunities of minority, female, and disabled employees and applicants for employment. It recognizes that the ultimate success of this undertaking will be largely the result of the continued positive, aggressive “good faith efforts” detailed as follows:

A. Recruiting New Employees

1. Advertisements for employment will not be placed under gender specific only listings.
2. The Consolidated Government of Columbus, Georgia, will actively seek qualified applicants for employment from all sources in the community and will use applicable social media outlets.
3. The phrase “An Equal Opportunity/Affirmative Action Employer” will be used in all employment advertisements.
4. Merit system vacancies will be advertised before the selection process begins. These vacancies will be made available for public inspection.
5. When budgetary constraints permit the opening of any of these vacancies for hiring, the job announcements for the particular vacancy will receive the widest possible dissemination.
6. If a job requires professional, technical, or administrative skills, part of the job recruitment process will include active recruitment in neighboring colleges.
7. The Human Resources Director will advertise skilled, administrative, professional, or technical jobs in various publications and appropriate professional or job-related publications.

B. Recruitment Responsibilities

In order to improve recruitment and increase the flow of minority, female and disabled applicants,

1. The Human Resources Director (with the assistance of the Mayor, City Manager, Affirmative Action Administrator and operating departments) will:

Maintain continuing contact with local, state, and federal employees’ referral agencies, and organizations serving women, minorities, and disabled persons in the Columbus area, technical schools, Columbus State University, and specialized placement agencies. The Human Resources Department/ Affirmative Action resource directory lists the organizations used for recruitment and referral of applicants.

2. Appointing Authorities are:

Encouraged not to restrict mid-level job openings to in-house promotions in instances where EEO deficiencies exist in the respective job classification and/or operation.

3. Department Directors and Supervisors:

Take necessary action to assure that all employees in their operations are knowledgeable of position vacancies available and Equal Opportunity Policies.

4. Managerial and Supervisory Personnel:

Managerial and supervisory personnel have been advised of their EEO responsibilities through the Personnel Regulations and the Mayor's Policy Statements on Affirmative Action.

5. Women and Minority Employees:

Encouraged to apply for all position vacancies, for which they are qualified.

6. Mayor's Commission for Persons with Disabilities:

Serve as information resource to the City on the needs of disabled citizens; refer qualified disabled persons for appropriate City jobs as they become available.

C. Notice Posting Requirement

The Columbus Consolidated Government is required to post in "conspicuous" locations on its premises, a NOTICE, describing protections of the federal laws that prohibit job discrimination.

These notices are placed in accessible locations where notices to applicants, employees and the public are customarily posted. Anyone requesting reasonable accommodation to participate in the application/selection process because of a disability should notify the Columbus Consolidated Government's Human Resources Department at (706) 653-4059).

D. Employment and Selection

(The employee selection process is set forth in the Personnel Rules and Regulations).

1. Individuals will be selected for employment on the basis of ability, experience, training, and other factors, which are related to their ability to perform the essential functions of the position without discrimination as to race, color, sex, religion, age, national origin, physical disability, or any other unlawful factor.

2. The Affirmative Action Administrator will monitor the employee selection process to ensure that it is strictly job- related and non-discriminatory.
3. The Human Resources Department will submit a minimum of three job applications to a hiring official. The applications will be evaluated in a non-discriminatory, impersonal manner following specific criteria. If all applications for a job are requested, the Human Resources Department will provide these.
4. If competitive testing procedures are employed or desirable, the Human Resources Department will ensure that these testing procedures are valid in accordance with any applicable guidance from the EEOC.

E. Applicant Rating and Referral

The Human Resources Department rates applicants by evaluating experience, training, education, and other job-related factors.

Applicants who meet the announced minimum requirements are rated qualified. All applicants who meet the minimum qualifications are referred and forwarded to hiring authority for further consideration.

F. Placement, Training, and Advancement

All hiring and other job placement decisions will be made in accordance with this policy.

Employees will be given equal opportunity for participation in governmental sponsored outside training without regard to race, color, religion, gender, age, national origin, disability or any other non-merit factor. [Ordinance No. 75-20; Section 16B-1-2 (b)]

All qualified employees will be given equal consideration for promotion, and no job category will be closed to an individual because of race, color, religion, gender, age, national origin, disability or any other non-merit factor.

G. Appointment and Placement

The Human Resources Department informs applicants and employees of the nature of the City's application and appointment process.

H. Reduction in Force

During lay-off situations, the decisions will not be based on race, color, religion, gender, age, national origin, disability or any other non-merit factor. The decisive factor will be legitimate business needs of the government rather than seniority alone.

I. Employee Evaluation and Advancement

The Performance Evaluation Form of the Columbus Consolidated Government is the tool used to evaluate employee performance regularly and systematically in order to provide employees an indication of their strengths and weaknesses and to promote further employee development.

Continued growth and success depend upon the effective development and utilization of personnel. Effective utilization depends upon management's ability to recognize available employee capabilities. Each supervisor is, therefore, responsible for seeking out, developing, and utilizing the capabilities of employees in their present positions and for pointing out and developing capabilities, which may be profitably utilized in other positions.

All employees seeking to increase their potential for advancement are given equal opportunity for counseling, coaching, or training. The Human Resources Department, with the assistance of the operating departments and the Affirmative Action Office, is responsible for establishing career ladders—highlighting key “bridge” jobs from one career ladder for appropriate positions.

J. Position Evaluation and Classification

In order to pay wages and salaries which reflect competitive levels and assigned position responsibilities, the Columbus Consolidated Government uses formal position evaluations to provide a uniform method of determining the relative value of each position within necessary budgetary limitations.

Effective personnel administration requires that management be guided by equitable policies in appraising the contributions of:

- *competitive value of positions of similar duties and responsibilities in the appropriate labor market; and,

- *the relative value of the position as compared to other positions.

The objectives of position evaluation are:

1. To provide a basis for determining wage and salary differentials which reflect position requirements and responsibilities, and the proper relationship to wages and salaries paid for similar requirements, and responsibilities both within the Consolidated Government and the appropriate labor market.
2. To provide a systematic, equitable, and factual basis for sound ranking of positions to ensure that all employees are compensated fairly in relation to all other positions in their department, division, and the organization.

3. To provide position descriptions which will aid managers, supervisors, and administrators in the selection, placement, and promotion of employees according to their experience, ability, and performance.
4. To provide employees and applicants with information about position duties and responsibilities, qualifications required to fill them, and promotional opportunities.
5. To provide managers with a starting point for realigning positions, making new position assignments, or doing analysis of work flow procedures.

To establish and maintain equitable relationships, all positions will be periodically analyzed and evaluated on the basis of position descriptions and other relevant factors concerning each position.

K. Pay Plan

Basic Policy: The Columbus Consolidated Government has established wage and salary ranges in an effort to offer competitive rates of pay in relevant competitive labor markets within budgetary limitations. Position evaluation establishes a hierarchy of position classifications and groups positions of similar or equal value into the same category or wage and salary range. Each wage and salary range has a minimum and maximum rate.

Minimum Range: The minimum starting salary for each position classification will be sufficiently high to attract a minimally qualified applicant to fill the position. Employees who possess the minimum qualifications for positions will be paid at least the minimum starting salary.

Promotional Increase: Promotional pay policy guidelines for the Public Safety and General Government Pay programs are:

Columbus Ordinance Number 06-87 Section 6 states:

“1. Public Safety and general government employees that are selected for promotion will receive the greater of:

- (a) the increase of one step for each grade they are promoted, or the equivalent thereof, measured from their current step for the position from which they are being promoted, with a maximum increase of four steps. The employee will then be placed into the new grade at this salary.

Or

- (b) the minimum step for the new position”.

Transfers: Employees transferring laterally from one job to another in the same grade should not receive an increase.

Demotions: Demotions are discouraged in normal situations. Consideration for transfers to lower level positions will be handled on an exception basis by the Personnel staff prior to

any discussion with the employee. In most cases, an employee demoted will assume, at least, the minimum rate for the job in the lower salary grade. Pay rates above the minimum will be the results of agreement between the Department Director and Human Resources Director.

L. Training and Education

The Human Resources Director (with the assistance of operating departments) will bring training opportunities to the attention of the employees.

The Human Resources Director will maintain records of employees' attendance of development training courses and will assure, with operating department assistance, that all training supported by the City is directed toward a career goal or job performance improvement for all employees without regard to race, religion, gender or other protected category. This information will be reviewed semi-annually to assure that women and minorities are given equal access to training opportunities.

The Affirmative Action Administrator will provide quarterly EEO counseling and workshops for Department Directors, managerial and supervisory personnel in order to facilitate their understanding and compliance with the Affirmative Action Program requirements and objectives.

M. Work Environment and Departmental Personnel Actions

The City recognizes that a healthy work environment and atmosphere helps employees' productivity and morale, while reducing problems. Consequently, all department directors and supervisors are required to assure that:

Physical facilities, job placement and work are assigned on a nondiscriminatory basis.

Work assignments are meaningful, contribute to attainment of the organization's goals and offer opportunities for career advancement to the maximum extent possible.

Any change in employee's status, including layoffs, terminations, promotions, demotions, and performance evaluations will be made without regard to race, religion, color, gender, age, national origin or disability condition; all personnel actions will be recorded in the employee's personnel file.

N. Upward Mobility Program

All Department Directors are encouraged to promote upward mobility to allow employees to develop and advance to their highest potential and advance to their highest potential.

In developing upward mobility programs, departments shall endeavor to provide the following opportunities for employees who meet established criteria, demonstrate the potential for advancement and wish to participate in:

- * Career counseling
- * Appropriate academic counseling
- * Training Opportunities
- * Training and Development Assignments
- * On-the -job training
- * Job restructuring, including the development of career ladders and lattices, and modification of requirements where employment barriers exist.

O. Recordkeeping and Reporting

The AA Administrator has a record keeping system which documents various personnel activities and their impact on affirmative action. This system includes collection of data on recruitment efforts, applicant flow, transfers, promotions, disciplinary actions, terminations, and participation in training programs.

This information is used to measure current actual profile against proposed ideal work force. In addition, department directors may recommend modifications in the Affirmative Action Plan. This information, together with other data collected, will be used by the Affirmative Action Administrator to prepare reports for the Mayor, City Manager, and Council.

The entire Affirmative Action Plan will be reviewed annually with necessary revisions made at that time.

P. Goal, Goal Setting and Evaluation

The City's ultimate objective is to achieve an employee profile--in each major job category at all job levels--which is an approximate reflection of the minority and female availability for that job category in the Columbus MSA.

Utilization analyses, and projections of normal expansion, downsizing, and turn-over in the work force shall be used to evaluate the City's goals and intermediate targets for those job categories in which women and minorities are currently underutilized or concentrated.

The City of Columbus recognizes that all goals, intermediate targets and time frames established are neither rigid nor inflexible, but objectives to be pursued by mobilization of all available resources for a "good faith effort."

SECTION VI EXTERNAL BARRIERS

EXTERNAL BARRIERS AFFECTING EMPLOYMENT

External factors affecting employment of affected classes of persons is non-inhibiting in this area by reason of the following:

Transportation

Transportation is provided by METRA for all citizens in the community. The hours of operation for the transit system are 4:30 a.m. –11:30 p.m. Monday through Saturday.

METRA also provides a Dial-A-Ride service, which is limited to mobility-disadvantaged persons of all ages who cannot use regular METRA service because their disability prevents them from boarding a regular fixed route bus.

Housing

The Columbus Metro Area offers diverse housing choices to include multi and single family options that range from federally subsidized to upscale dwellings.

Day Care Centers

There are at least five-day care centers in the City of Columbus available to qualified disadvantaged persons, along with over 42 private centers, private revenues and funded programs.

Counseling

Numerous free and pro-rated counseling services in this area give all persons the opportunity to seek and find such help as is necessary to become self-proficient.

The WIA/JTPA, Urban League, Vocational Rehabilitation, Community based mental health facilities, Georgia Department of Labor, and other private sources provide Job Counseling. These offices also serve as employment referral sources to this government.

SECTION VII CONCLUSION

Affirmative Action =Results

What is Affirmative Action? In its simplest terms, “Affirmative Action” can best be understood in relationship with two other words: “Equal Opportunity”. Equal Opportunity is a condition and Affirmative Action is the means by which the condition is achieved. Most importantly, it is a comprehensive effort by an employer to:

1. Identify all barriers in the personnel management system which limit the ability of applicants and employees to reach their full employment potential, without regard to race, color, gender, religion, age, national origin, disability and other extraneous factors;
2. Eliminate all such barriers in a timely, coordinated manner, and;
3. Undertake whatever special programs needed to accelerate the process.

No longer can the words “An Equal Opportunity Employer” on the bottom of a letterhead or job announcement be the unit of measure an employer can use as proof of compliance with the “Equal Opportunity Act”. Therefore, a method must be developed that clearly manifests an employer’s commitment to obey laws that ensure everyone’s right to a place in the mainstream of our society.

Affirmative Action is that method for tapping a wealth of human resources in our society. Affirmative Action is the tool that implements programs for hiring minorities and women. Affirmative Action is also the yardstick for setting goals, timetables, and finally, the unit of measuring success or failure in complying with laws necessary to break chains of prejudice that hold back progress for some Americans.

Affirmative Action demands a conscious, deliberate, and dynamic commitment by an employer to change attitudes and maintain the ratios of minorities and women to the total work force. It is complicated and time consuming but is morally right and it is mandatory for compliance with “The Law of the Land.”

SECTION VIII

APPENDIX

Affirmative Action Policy Statements

Boards and Commissions Overview

Employee Disciplinary Form

Fair Treatment Form

Personnel Action Form

UGA Pay Scale and Position Class Allocation List

UGA Pay Plan Amended Ordinance

Race/Ethnic Identification EEO

Protected Categories

Description of EEO Job Categories

Glossary

POLICY AND PROCEDURE

POLICY NUMBER: 901

POLICY TITLE: AFFIRMATIVE ACTION POLICY

RE-DISBURSEMENT DATE: November 14, 2018

APPROVED BY:


MAYOR


CITY MANAGER

STATEMENT OF POLICY:

The Consolidated Government of Columbus, Georgia, provides equal employment opportunity to interested individuals regardless of race, color, religion, national origin, sex, age or disability and treats them equally with respect to compensation and opportunities for advancement.

The Affirmative Action Plan (AAP) is in compliance with Title VII of the Civil Rights Act of 1964 {as amended by the Equal Employment Opportunity (EEO) Act of 1972 and 1991}, which has been recognized and endorsed by the Columbus City Council (Resolution 221-76 Revised).

Affirmative Action means that positive, good faith efforts are expected on behalf of administrative personnel and supervisors in order to bring minority group members into the main stream. Affirmative Action applies to all employment practices, including recruiting, hiring, firing, lay-off, transfer, promotion and pay benefits.

We recognize that it is not enough for us simply to declare our policy that qualified persons from all minority and women's groups are eligible for employment at all levels; we must take affirmative action to ensure that our goals for equal employment opportunity are achieved.

We will enlist the cooperation of suppliers in working toward the objective of including non-discriminatory clauses in all purchasing contracts. EEO/AA statements will also be printed on all job announcements, in newspapers and other advertisements.

The Consolidated Government of Columbus, Georgia, has undertaken the programs of Equal Employment Opportunity and Affirmative Action to make it known that equal employment is available on the basis of merit without regard to race, color, religion, national origin, age, sex or disability. We therefore encourage all persons who seek employment with this government to strive for advancement on this basis.

SCOPE:

This policy applies to applicants for employment, all employees and all agencies of the Columbus Consolidated Government.

RESPONSIBILITY:

The success of the Consolidated Government's participation in this program depends upon the cooperation of all employees. Each individual at every level of this government is held responsible for achieving Equal Employment Opportunity, just as certainly as he/she is held accountable for exposing and eradicating employment discrimination wherever it is found to exist.

Department Directors and Supervisors are responsible for the enforcement of this policy. The primary responsibility for monitoring the Affirmative Action Plan lies with the Affirmative Action Administrator, working through the Mayor and City Manager. The necessary monitoring procedures for reporting EEO/AA progress have been established.

PROCEDURE:

Periodically, throughout the year, policy statements concerning EEO/AA will be directed to all department heads and supervisory personnel, and quarterly meetings will be held with them to discuss the intent of the policy and to assess their progress toward established goals.

It is our intention that you be aware of the on-going EEO/AA progress in this government. This will continue to be accomplished through bulletin board notices and special memos to all employees, which will include an annual statement of this government's position on EEO/AA.


POLICY AND PROCEDURE

POLICY NUMBER: 902

POLICY TITLE: AFFIRMATIVE ACTION POLICY- AMERICANS WITH DISABILITIES ACT

RE-DISBURSEMENT DATE: November 14, 2018

APPROVED BY:


MAYOR


CITY MANAGER

STATEMENT OF POLICY:

The Consolidated Government of Columbus, Georgia, takes affirmative action to employ and advance in employment qualified individuals with disabilities.

A "disabled individual" is defined as one who:

- (1) has a physical or mental impairment that substantially limits one or more of such person's major life activities;
- (2) has a record of such impairment; or
- (3) is regarded as having such an impairment.

As such, the Columbus Consolidated Government shall not discriminate against a qualified individual with a disability because of the disability of such individual in regard to job application procedures, hiring, advancement, discharge, employee compensation, job training, and other terms, conditions, and privileges of employment.

Under the provisions of the Americans with Disabilities Act, the Columbus Consolidated Government is required to accommodate a "known" disability of a qualified applicant or employee, provided that such accommodation is reasonable and does not cause undue hardship. The Consolidated Government is required, however, to modify facilities to enable an individual to have equal opportunity to participate in activities and services provided.

SCOPE:

This policy applies to applicants for employment, all employees and all agencies of the Columbus Consolidated Government.

RESPONSIBILITY:

Department Directors and Supervisors are responsible for the enforcement of this policy. The primary responsibility for monitoring the Affirmative Action Plan lies with the Affirmative Action Administrator, working through the Mayor and City Manager.

PROCEDURE:

If you have any comments, questions, or concerns about the Americans with Disabilities Act, or if you wish to file a complaint, please contact one of the agencies listed below:

Human Resources Department/Affirmative Action Office

Government Center, West Wing- First Floor
100 Tenth Street, Columbus, GA 31902

Mayor's Committee for Persons with Disabilities

Government Center, West Wing- First Floor
100 Tenth Street, Columbus, GA 31902

Office of the Americans with Disabilities Act Civil

Rights Division, US Department of Justice P. O. Box
66118, Washington, DC 20035-6118

Equal Employment Opportunity Commission

100 Alabama Street, S.W., Suite 4R30
Atlanta, GA 30303

POLICY AND PROCEDURE

POLICY NUMBER: 903

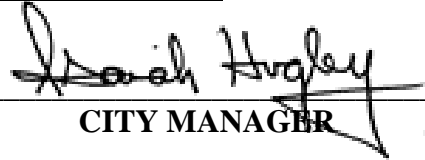
POLICY TITLE: AFFIRMATIVE ACTION POLICY-AGE DISCRIMINATION

RE-DISBURSEMENT DATE: November 14, 2018

APPROVED BY:



MAYOR



CITY MANAGER

STATEMENT OF POLICY:

The Consolidated Government of Columbus, Georgia, in compliance with The Age Discrimination in Employment Act of 1967, as amended, agrees to employ, advance in employment and otherwise treat qualified persons over the age of 40 without discrimination in all employment practices such as the following: employment, promotions, demotions or transfers, recruitment, advertising, layoff and termination, rates of pay or other forms of compensation and selection for training.

The Consolidated Government of Columbus, Georgia, also agrees that all employment openings, including those not generated by Federal Contracts and those of all facilities, regardless of location, shall be posted on bulletin boards provided for that purpose so that all persons, regardless of age, may apply for openings.

SCOPE:

This policy applies to applicants for employment, all employees and all agencies of the Columbus Consolidated Government.

RESPONSIBILITY:

Department Directors and Supervisors are responsible for the enforcement of this policy. The primary responsibility for monitoring the Affirmative Action Plan lies with the Affirmative Action Administrator, working through the Mayor and City Manager.

PROCEDURE:

The Consolidated Government of Columbus, Georgia, agrees to ensure the following regarding non-discrimination based on age:

- (1) All job announcements, advertisements in newspapers and/or other media for employment will not express an age preference unless age is a bona fide occupational qualification.
- (2) Notice of this non-discriminatory policy will be distributed to all employees and will be posted on the bulletin boards.



POLICY AND PROCEDURE

We do amazing.

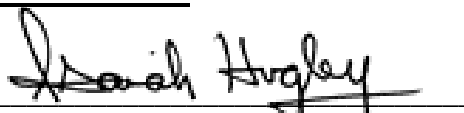
POLICY NUMBER: 904

POLICY TITLE: AFFIRMATIVE ACTION POLICY- SEX DISCRIMINATION

RE-DISBURSEMENT DATE: November 14, 2018

APPROVED BY:


MAYOR


CITY MANAGER

**Confirmed by Council of the Columbus Consolidated Government,
Ordinance No. 15-21 dated the 26th day of May, 2015.**

STATEMENT OF POLICY:

The Consolidated Government of Columbus, Georgia, agrees to employ, advance in employment and otherwise treat qualified persons without discrimination based on gender in all employment practices such as the following: employment, promotions, demotions or transfers, recruitment, layoff or termination, rates of pay or other forms of compensation, and selection for training.

The Consolidated Government of Columbus, Georgia, also agrees that all employment openings, including those not generated by Federal Contracts and those of all facilities, regardless of location, shall be posted on bulletin boards provided for that purpose so that all persons, regardless of gender, may apply for openings.

It is incumbent upon the Columbus Consolidated Government to consider the EEOC's position on Gender Identity Discrimination and Sexual Orientation Discrimination. While Gender Identity Discrimination and Sexual Orientation are not specifically prohibited under federal law it is recognized that such claims may be successfully brought under laws prohibiting gender discrimination. As such the CCG will adhere to the U.S. Equal Employment Opportunity Commission's prohibition of discrimination against an individual because that person is transgender (also known as gender identity discrimination), or a person's sexual orientation (lesbian, gay, or bisexual) covered under Title VII of the Civil Rights Act of 1964.

SCOPE:

This policy applies to applicants for employment, all employees and all agencies of the Columbus Consolidated Government.

RESPONSIBILITY:

Department Directors and Supervisors are responsible for the enforcement of this policy. The primary responsibility for monitoring the Affirmative Action Plan lies with the Affirmative Action Administrator, working through the Mayor and City Manager.

PROCEDURE:

The Consolidated Government of Columbus, Georgia, agrees to ensure the following regarding non-discrimination based on gender:

- (1) All job announcements, advertisements in newspapers and/or other media for employment will not express a gender preference unless gender is a bona fide occupational qualification.
- (2) Contributions for insurance, pensions, and other similar "fringe benefits" will be the same for men and women.
- (3) Pregnancy will be considered the same as any other illness, and time off for maternity leave will be in accordance with the regular temporary disability policy
- (4) Certain job classifications will not be discriminately restricted to one gender.
 - a. Jobs will be posted on the bulletin boards so that both male and female may know of openings and may apply for any and all jobs.
- (5) Married and unmarried persons of both genders will be treated equally.
- (6) Employment will not be denied to any individual based on family
 - a. status.
- (7) If termination of employment of employees in certain job classifications upon reaching a certain age is requested, the same rule will apply to both male and female.

POLICY AND PROCEDURE

POLICY NUMBER: 906

POLICY TITLE: **AFFIRMATIVE ACTION POLICY- PROFESSIONALISM**

RE-DISBURSEMENT DATE: **November 14, 2018**

APPROVED BY:


MAYOR


CITY MANAGER

STATEMENT OF POLICY:

The City of Columbus is hereby committed to enforcing professionalism within the work place. All employees of the Consolidated Government of Columbus will conduct themselves in such a manner as to reflect a positive and favorable image of the City.

This policy extends to courteous treatment of the general public, as well as an atmosphere of respect toward other employees.

Thus, any supervisor or employee who uses or allows implicit or explicit unprofessional behavior such as racial slurs, profanity, or abusive language, or deliberate and repeated comments offensive in nature will be held accountable for such. As public servants, this type of behavior cannot and will not be tolerated at any level in the Government.

SCOPE:

This policy applies to applicants for employment, all employees and all agencies of the Columbus Consolidated Government.

RESPONSIBILITY:

Department Directors and Supervisors are responsible for the enforcement of this policy. The primary responsibility for monitoring the Affirmative Action Plan lies with the Affirmative Action Administrator, working through the Mayor and City Manager.

PROCEDURE:

All complaints of un-professionalism that meets the definition as described in this policy will be investigated promptly, and where necessary, immediate, appropriate action will be taken to remedy such conduct.



POLICY AND PROCEDURE

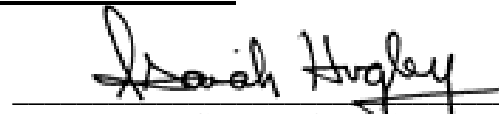
POLICY NUMBER: 907

POLICY TITLE: AFFIRMATIVE ACTION POLICY-FAIR EATMENT

RE-DISBURSEMENT DATE: November 14, 2018

APPROVED BY:


MAYOR


CITY MANAGER

STATEMENT OF POLICY:

Prompt consideration and equitable adjustment of employee Fair Treatment concerns is one of the most effective accomplishments of the Columbus Consolidated Government. It is the desire of the Columbus Consolidated Government to adjust employee concerns informally, with both supervisors and employee making every effort to resolve problems as they arise. However, it is recognized that there will be issues, which will be resolved only after a formal appeal and review.

In accordance with the Fair Treatment Policy, all regular employees in the merit system may appeal personnel actions relating to demotion, suspension, fines, dismissal, alleged discrimination, or unfair treatment.

Elected and appointed officials are encouraged to extend this privilege to employees within their respective departments. Those officials wishing to do so may submit a letter to the Clerk of Council stating this desire.

SCOPE:

This policy applies to all employees and all agencies of the Columbus Consolidated Government.

RESPONSIBILITY:

Department Directors and Supervisors are responsible for the enforcement of this policy. The primary responsibility for monitoring the Affirmative Action Plan lies with the Affirmative Action Administrator, working through the Mayor and City Manager.

PROCEDURE:

Department Directors should ensure that all employees within their Department are aware of their right to appeal, proper Fair Treatment procedures, and the specific personnel actions, which may be appealed. The Human Resources Department is available to provide additional information and to assist employees with the Fair Treatment appeal process.

Definition - Fair treatment is the mechanism by which a written complaint is made by a City employee alleging: That his or her employment or productivity has been adversely affected by unfair treatment by the City; and/or Unsafe or unhealthy working conditions; and/or Erroneous or capricious application of City policies and procedures; and/or Unlawful discrimination based on race, color, religion, sex, national origin, age, disability, or other protected classification.

EEO Counselor- The EEO Counselor serves as a bridge between employees and management is responsible for attempting to resolve problems presented by employees and may be contacted by the employee at any step in the Fair Treatment process. *The employee is encouraged to always discuss his/her problems with a Counselor before filing a **formal** discrimination complaint with the Affirmative Action Office.* When contacted by an employee, the EEO Counselor may take one or more of the following actions:

- Discuss the employee's problems with the employee and with the employee's supervisor and/or the employee's co-workers.
- Report to, involve and/or make recommendations to the Affirmative Action Office, as appropriate.
- Inform the employee of his/her rights to file a formal complaint with the Affirmative Action Office when attempts at informal resolution fail.
- Explain the Fair Treatment process to the employee and provide objective reports to participants at the various steps, when requested. In order to maintain their effectiveness and objectivity, the Counselors must function on an informal basis and may not "represent" an employee in the Fair Treatment process.

Fair Treatment Process- Employees are encouraged to resolve complaints with their immediate supervisor. Every effort should be made to resolve an informal complaint within two (2) days. If the complaint cannot be resolved informally within two (2) days, employees may take the following steps:

Step 1. Talk the matter over with your supervisor. It is part of the supervisor's responsibility to help correct situations that are not right and/or to help you get assistance for personal problems. If you have a personal problem that does not involve your work, co-workers or the City, you will be referred to the Human Resources Office for advice and guidance.

Step 2. If you and your supervisor cannot reach a solution to your complaint within five (5) calendar days, you may ask for an appointment to see your Department Director. Your supervisor will arrange this appointment for you.

- You must complete a Fair Treatment form (available from Human Resources, Department Heads or EEO Counselors) for presentation to your Department Director. Send a copy of the form to the Human Resources Director.
- Your Department Director will meet with you, investigate your complaint and inform you in writing of his/her decision within seven (7) calendar days. After meeting with your Department Director, if you still believe you have not been given a fair and helpful answer, and either your Supervisor or your Department Director still has not resolved your problem or complaint, you should ask for an appointment with the Human Resources Director.
- Although complaints of unfair treatment may be made at any time, appeals of disciplinary actions, including terminations, must occur within ten (10) calendar days of notification of the decision of the Department Director.

Step 3. The Human Resources Director will review related information and facts presented by you and will interview appropriate management and staff employees regarding the complaint or problem to obtain additional information. After review, the Human Resources Director will meet with you to resolve the complaint and/or with the agreement of your Department Director, to propose alternate solutions or suggestions on appropriate and acceptable alternatives.

Step 4. Every effort will be made to resolve complaints and problems satisfactory to all parties. However, after completing step 3, if you are still not satisfied with the answer of the Human Resources Director, you may request a review by the City Manager. The City Manager, at his option, will confer with appropriate individuals, review fair treatment procedure documentation, and communicate a final decision through the Human Resources Director. If still unresolved to the satisfaction of the employee, complaints involving demotion, suspension of more than one (1) day, fines and termination may be appealed to the Personnel Review Board by requesting such appeal within ten (10) calendar days of notification of the City Manager's decision.

Every employee is encouraged to use this policy. No employee will be subject to reprimand or harassment by anyone as a result of initiating a formal or informal complaint.

In general, employees are expected to follow the four-step procedure outlined in this policy for resolving complaints, with the following exceptions:

- If the complaint involves termination, demotion or suspension, then the complaint should start at Step 3.
- If the complaint involves sexual harassment or discrimination, the complaint may be presented directly to the Human Resources Director, the Affirmative Action Officer or the Departmental EEO Counselor.

**COLUMBUS CONSOLIDATED GOVERNMENT
BOARDS, AUTHORITIES, AND COMMISSIONS**

AGENCY	Members	Male	Female	Minority
Airport Commission of Columbus	5	4 80.0%	1 20.00%	1 20.00%
Animal Control Advisory Board	12	3 27.3%	9 81.82%	3 27.27%
Board of Elections and Registration	5	1 20.0%	4 80.00%	3 60.00%
Board of Health	7	3 42.9%	4 57.14%	6 85.71%
Board of Honor	7	5 71.4%	2 28.57%	1 14.29%
Board of Tax Assessors	5	3 60.0%	2 40.00%	3 60.00%
Board of Water Commissioners	5	3 60.0%	2 40.00%	2 40.00%
Building Authority of Columbus	5	2 40.0%	3 60.00%	3 60.00%
Civic Center Advisory Board	13	9 69.2%	4 30.77%	6 46.15%
Columbus Aquatics Commission	7	6 85.7%	1 14.29%	1 14.29%
Columbus Board of Zoning Appeals	5	2 40.0%	3 60.00%	2 40.00%
Columbus Golf Course Authority	9	9 100.0%	0 0%	5 55.56%
Columbus Ironworks Convention & Trade Center Authority	5	2 40.0%	3 60.00%	3 60.00%
Commission on International Relations and Cultural Liaison Encounters (C.I.R.C.L.E.)	12	2 16.7%	10 83.33%	10 83.33%
Community Development Advisory Council	13	7 53.8%	6 46.15%	8 61.54%
Cooperative Extension Advisory Board	5	1 20%	4 80%	2 40%
Convention & Visitors Board of Commissioners	9	3 33.3%	6 66.67%	3 33.33%
Crime Prevention Board	7	6 85.7%	1 14.29%	5 71.43%
Deferred Compensation Board	5	3 60.0%	2 40.00%	3 60.00%
Development Authority of Columbus	7	6 85.7%	1 14.29%	2 28.57%
Downtown Development Authority	8	8 100.0%	0 0%	1 12.50%

Employee Benefits Committee	7	2 28.6%	5 71.43%	2 28.57%
Family & Children, Board of	6	0 0%	6 100.00%	6 100.00%
Historic & Architectural Review Board	12	3 25.0%	9 75.00%	2 16.67%
Hospital Authority of Columbus	9	5 55.6%	4 44.44%	5 55.56%
Housing Authority of Columbus	7	5 71.4%	2 28.57%	4 57.14%
Keep Columbus Beautiful Commission	25	12 48.0%	13 52.00%	18 72.00%
Land Bank Authority	7	6 85.7%	1 14.29%	2 28.57%
Medical Center Hospital Authority	9	5 55.6%	4 44.44%	3 33.33%
New Horizons Community Service Board	4	1 25.0%	3 75.00%	2 50.00%
Pension Fund Employer's Board of Trustees	11	5 45.5%	6 54.55%	3 27.27%
Personnel Review Board	10	6 60.0%	4 40.00%	5 50.00%
Planning Advisory Commission	9	8 88.9%	1 11.11%	2 22.22%
Public Safety Advisory Commission	11	9 81.8%	2 18.18%	6 54.55%
Recreation Advisory Board	11	10 90.9%	1 9.09%	6 54.55%
Region Six Regional Advisory Council	4	1 25.0%	3 75.00%	4 100.00%
Retirees' Health Benefits Committee	6	4 66.7%	2 33.33%	1 16.67%
River Valley Regional Commission	2	1 50.0%	1 50.00%	1 50.00%
Taxicab Commission	9	6 66.7%	3 33.33%	3 33.33%
Tree Board	11	5 45.5%	6 54.55%	4 36.36%
Uptown Façade Board	10	7 70.0%	3 30.00%	4 40.00%

*The information used for this report is as of December 31, 2018.

Human Resources Department
EMPLOYEE DISCIPLINARY RECORD
(See reverse side for instructions)

1. EMPLOYEE NAME:	SOCIAL SECURITY NO.:
2. DEPARTMENT:	
3. Type of action: WARNING REPRIMAND SUSPENSION SPECIFIC REASON FOR DISMISSAL	
4. DATE OF VIOLATION:	TIME OF VIOLATION:
PLACE OF VIOLATION:	
5. Nature of violation: SUBSTANDARD WORK CONDUCT TARDINESS CARELESSNESS	
DISOBEDIENCE ATTITUDE	
OTHER: (Specify)	
6. Description of violation:	
<i>An employee may appeal to the Personnel Review Board any disciplinary action taken against him in accordance with Personnel Regulations</i>	
7. Previous disciplinary action: <u>YES</u> NO	
DESCRIBE:	

8. Employee's remarks re violation: (The absence of the part of the employee indicates his/her agreement with the report as stated)

I have entered my version of the matter above: _____

Signature of Employee

Date

9. Action to be taken:

I have entered my version of the matter above: _____

Signature of Employee

Date

10. I have read the above or had it explained to me, and have no further questions concerning it:

EMPLOYEE'S SIGNATURE

TITLE

DATE

SIGNATURE OF PERSON WHO PREPARED REPORT

TITLE

DATE

SUPERVISOR'S SIGNATURE

TITLE

DATE

Director

DIRECTOR'S SIGNATURE

TITLE

DATE

11. Distribution of record: Employee ____ Supervisor ____ Department Director ____

Human Resources ____ Affirmative Action ____

INSTRUCTIONS FOR COMPLETION OF EMPLOYEE DISCIPLINARY RECORD

(Answer every item on this form fully to avoid further correspondence.)

1. EMPLOYEE'S NAME AND SOCIAL SECURITY NUMBER – Self-explanatory.
2. EMPLOYEE'S DEPARTMENT AND DATE OF ACTION – Self-explanatory.
3. TYPE OF ACTION – Check the appropriate box.
4. DATE, TIME, AND PLACE OF VIOLATION – Self –explanatory.
5. NATURE OF VIOLATION – Check the appropriate box. If the nature of the violation is not listed, include it under the category of “other” and be specific.
6. DESCRIPTION OF VIOLATION – Describe what happened in as much detail as possible. There should be no question in the mind of anyone as to what the employee is being charged with. See Sections 16B-10-6 and 16B-11-1 of the Personnel Regulation in this regard.
7. PREVIOUS DISCIPLINARY ACTION – Self-explanatory. If there has been previous disciplinary action, describe in as much detail as possible.
8. EMPLOYEE'S REMARKS RE VIOLATION – The employee should be informed that if he/she refuses to furnish information or sign the form, it will be assumed that the information recorded is correct in every detail.
9. ACTION TO BE TAKEN – The disciplinary action taken will be recorded in this section of the form and signed by the appointing authority in accordance with Section 16B-11-1 of the Personnel Regulations.
10. SIGNATURE, TITLE, AND DATE-Self –explanatory.
11. DISTRIBUTION OF RECORD-Self-explanatory.

NOTE: This form – when properly filled out and approved by the appointing authority – will be used as a supporting document for pay adjustments and other actions previously requiring a P-1 form.

FAIR TREATMENT REPORT

Employee's Name	Social Security No.	Date of Report
Department	Division	Position
Day Phone Number:	Evening Phone Number:	

To: Department Director:

I believe that I have been treated unfairly because **(Please be detailed and specific, name witnesses, use examples):**

[illegible]

Use back of form or attach additional sheets, if necessary.

Employee Signature: _____

Forward a copy of this report to the Human Resources Director

C.A. 10-03-06(1)
C.A. 10-10-06(6)

C.A. 08-01-06(5)
C.A. 08-15-06(4)
As Revised

AN ORDINANCE NO. 06-87

An Ordinance amending the Pay Plan for The Consolidated Government as adopted in the Fiscal Year 2007 Budget Ordinance No. 06-40; providing educational incentives available to public safety employees and repealing conflicting provisions; and for other purposes.

THE COUNCIL OF COLUMBUS, GEORGIA HEREBY ORDAINS:

SECTION 1.

Columbus Ordinance No. 06-40 is hereby amended at the Table III footnote regarding the date from which longevity increases shall be measured by deleting the date "December 31, 2005" and replacing it with the date "June 30, 2006".

SECTION 2.

The Pay Plan adopted by Columbus Ordinance 06-40 is hereby amended by adding a new section to read as follows:

"The implementation date for the longevity increases shall be July 1, 2006. In order to qualify for longevity increase, an employee: must be employed in a full-time capacity. Employees performing in a part-time capacity shall not be eligible for a longevity increase. Time of service shall be measured from the date the employee began continuous full-time employment with the Columbus Consolidated Government until June 30, 2006."

SECTION 3.

The Pay Plan adopted by Columbus Ordinance No. 06-40 is hereby amended by adding a new section to define a sign-on bonus for public safety officers to read as follows:

"Public safety officers hired after June 30, 2006, shall receive a sign-on bonus of \$2,000.00, provided that they continuously meet the written criteria established by their departments. Each public safety department shall develop written criteria for receipt of the bonus and such written criteria shall be approved in advance by the City Manager. The bonus shall be paid semiannually, in increments of \$500.00 to officers continuing to be employed and to meet the written criteria. Public safety officers rehired within six months of their separation date are ineligible for the sign-on bonus. The sign-on bonus shall be reviewed by the Chief of Police, Mayor, City Manager and Columbus Council every five years after the effective date of this Ordinance"

SECTION 4.

Ordinance No. 04-10, Section 1, Item 18 is hereby repealed and the Pay Plan adopted by Columbus Ordinance No. 06-40 is hereby amended by adding a new section to compensate the sworn employees who receive salary incentives for being certified as Emergency Medical Technicians Intermediate (EMT-I) and it shall read as follows:

"Effective July 1, 2006, Fire/EMS Department sworn employees certified as and receiving a supplement on June 30, 2006 for Emergency Medical Technicians-Intermediate (EMT-I) shall be placed in the Pay Plan adopted by Ordinance No. 06-40 at their appropriate grade based upon their current base salary plus appropriate longevity increases. Effective July 1, 2006, the \$2600.00 EMT-I certification pay supplement shall be added to said base salaries. Any other EMT-I certification supplemental pay shall be eliminated effective July 1, 2006."

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SECTION 5

Ordinance No. 02-103 is hereby repealed and the Pay Plan adopted by Columbus Ordinance No. 06-40 is hereby amended by adding a new section to compensate the FireMedics and other Fire/EMS employees who receive salary incentives for being certified as Paramedics and it shall read as follows:

"Effective July 1, 2006, Fire/EMS Department sworn employees certified as and receiving a supplement on June 30, 2006 for Paramedic shall be placed in the Pay Plan adopted by Ordinance No.06-40 at their appropriate grade based upon their current base salary plus appropriate longevity increases, Effective July 1, 2006, the currently authorized Paramedic supplement which exceeds \$2400.00 shall be added to said base salaries and a new Paramedic certification pay of \$2400.00 shall be effective July 1, 2006. Any other Paramedic certification supplemental pay shall be eliminated effective July 1, 2006. Qualified employees shall continue to receive the new Paramedic certification pay until such time as they are no longer qualified to receive said payment. The new Paramedic certification pay shall only be paid to employees who are certified and licensed by the State of Georgia as Paramedics and who are actively working as Paramedics, supervising the work of Paramedics, or providing emergency medical training to department personnel."

SECTION 6.

Columbus Code Section 168-3-2.1 is hereby deleted in its entirety and is replaced by a new Section 168-3-2.1 r.o read as follows:

"1. Public safety and general government employees that are selected for promotion will receive the greater of:

- (a) the increase of one step for each grade they are promoted, or the equivalent thereof, measured from their current step for the position from which they are being promoted, with a minimum of two steps and limited to a maximum increase of four steps. The employee will then be placed into the new grade at this salary.

Or

- (b) the minimum step for the new position."

SECTION 7.

The Pay Plan adopted by Columbus Ordinance No. 06-40 is hereby amended by adding the following new section:

"Those certain employees whose salaries currently meet or exceed the maximum step for their grades as set forth in the Pay Plan adopted by Ordinance No. 06-40 shall receive longevity increases that will be calculated as set forth in said Pay Plan with the exception that such increases may reach, but not exceed, 100% of the Pay Plan submitted by the University of Georgia and considered by Columbus Council and labeled as Pay Plan "A." Those certain employees who, during FY 2007, would exceed the maximum compensation contained in said Pay Plan "A" shall receive a one-time payment for the amount that such longevity increase would exceed the maximum compensation contained in Pay Plan "A." Except as provided herein, the maximum pay levels in said Pay Plan "A" shall be utilized for future implementation of the Pay Plan adopted by Ordinance 06-40, unless changed by further ordinance of the Columbus Council,"

SECTION 8.

Ordinance No. 00-31 and Ordinance No. 96-79, regarding Educational incentives, are hereby deleted and Columbus Code \\Article III, Pay Plan" is hereby amended by adding a new Section

168-3-12 to read as follows:•section 16B-3-12.Payments.Public
Safety Educational Incentive

(a) Public safety employees receiving their first Bachelor's or Master's degree after June 30, 2006, shall receive an educational incentive of \$1,200 for each degree. The incentive shall be paid as a separate line item and not be included in the base employee compensation that is calculated on a step basis.

(b) Public safety employees currently employed and enrolled in a baccalaureate or master's program on June 30, 2006 receiving their first Bachelor's or Master's degree on or before June 30, 2008, at their option, may receive the educational incentive authorized prior to July 1, 2006. Transcripts shall be provided to the Department of Human Resources as proof of such enrollment. The incentive shall be paid by advancing the employee's salary two steps in the same grade, up to the maximum pay for the grade.

(c) Entry level public safety officers hired after June 30, 2006, who possess associate's degrees or the equivalent thereof, shall receive an increase of one pay step from the initial step in effect at the time they are hired. Public safety officers receiving their first associate's degree or the equivalent thereof after June 30, 2006, shall receive an increase of one step in salary in their current grade.

(d) The educational equivalent of an associate's degree for the purpose of applying subsection (c) above is defined as a minimum of 96 quarter hours or 63 semester hours of post-secondary education as a college or university accredited by the Southern Association of Colleges and Schools, or its equivalent as listed in the Rules of the Human Resources Department 1 provided said course work is above the developmental level and contains, at least: two English; one math; two science or technology; one social studies; and one humanity. This definition shall not be construed as waiving the associate or higher degree requirement for promotional qualification or any other process.

(e) For Public Safety employees who were receiving educational incentives up to June 30, 2006, such incentives shall continue to be paid in the following manner. Such employees shall receive the greater of:

(i) the minimum pay provided by Ordinance No. 06-40, including all applicable longevity increases, plus the educational incentive payment for the degree or degrees possessed;

Or

(ii) the pay provided by the placement of the employee into the Pay Plan adopted by Ordinance No. 06-40, including all applicable longevity increases.

SECTION 9

Ordinances No. mandatory attainment are hereby repealed. 02-13, No. 02-1 and No. 04-31, regarding of associate's degrees or their equivalency,

SECTION 10.

The Pay Plan adopted by Columbus Ordinance No. 06-40 is hereby amended by adding a new section containing an operating procedure for Multi-level Qualifications and Career Ladder positions to read as follows:

1. Public safety and general provide government positions assigned multiple levels by UGA, to salary differentials for different levels of qualifications shall be administered by the

following general rules:

- (a) Clear measurable criteria will be used to determine qualification for each advanced level. Where the criteria were not specified in the report, departments will develop appropriate standards to be approved by the City Manager.
- (b) Employees that qualify for advancement will receive the salary obtained by advancing the current salary in the current grade one (1) step for each **grade** that the new grade exceeds the prior grade, or the equivalent thereof, the employee will then be placed in the new grade at this salary.
- (c) Initial placement of employees in multi-level positions will be as specified by UGA or based upon their assigned **Position** on June 30, 2006, if different. Department heads may request changes in recommended levels with appropriate justification and approval of the City Manager.
- {d} Employees placed at lower levels during initial implementation must fully satisfy approved criteria and/or present valid credentials prior to advancing to higher levels.
- (e) This procedure only applies to positions in the pay plan designated with a numbered footnote and multi-level description. Positions assigned a "tag" number and having a separate job description are promotional positions and not part of a career ladder, even if the title is numbered or contains the word "senior" in the title. Employees may only advance to promotional positions by successfully competing for an authorized vacant position."

SECTION 11.

The Pay Plan adopted by Columbus Ordinance No. 06-40 is hereby amended **by** adding a new section for positions reclassified in the Pay Plan to read as follows:

- "1. Placement of Public safety and general government positions reclassified by the UGA Pay Plan shall be as follows:
 - (a) Initial placement **of employees** into the new pay plan will be based upon the position they held on **June 30, 2006**.
 - {b} Placement into the new pay plan at a different level, title or rank than held by the employee on June 30, 2006 is considered a reclassification and not a promotion. Therefore, the new promotion Policy contained in this ordinance does not apply to the initial placement of employees into the new classification plan and will not result in a promotional salary increase."

SECTION 12.

This ordinance shall be effective as of July 1, 2006.

SECTION 13.

All ordinances or parts of ordinances in conflict with this


ordinance are hereby repealed.

Introduced at a regular meeting of Council of Columbus,
Georgia held on the day of , 2006; introducing
second time at regular meeting of said Council held on the
day of 200 , and adopted at said meeting by the
affirmative vote of members of said council.


Councilor Allen voting YES
Councilor Anthony voting YES
Councilor Davis voting YES
Councilor


Councilor Hunter voting YES
Councilor McDaniel voting yes
Councilor Pugh voting YES
Councilor Rodgers voting -

Councilor s ber voting ---< S
Councilor Woodson voting)4!s


TINY B. WASHINGTON
CLERK OF COUNCIL


ROBERT S. FORDASHEFF
MAYOR

This ordinance submitted to the Mayor
for his signature, this the 11th day
of October, 2006.
Sec: 3-202 (1) 
Clerk of Council

This ordinance received, signed by the Mayor
at 3:57 P.M. on the 11th day of Oct.
2006, and became law at said time received
and became effective at 12:00 noon the
following day.
Sec: 3-202 (2) 
Clerk of Council

Columbus Consolidated Government
Council Meeting

August 8, 2006

Agenda Report#

TO: Mayor and Council

SUBJECT: FY2007 Pay Plan Amendments

INITIATED: City Manager and Staff

Recommendation: Approve an ordinance adopting administrative rules and plan amendments necessary for the implementation of the University of Georgia Pay Plan adopted by Columbus Ordinance No. 0640.

Background: The University of Georgia Pay Plan adopted by Columbus Council with Ordinance No. 0640. Research was then conducted to identify conflicting ordinances that required amendment or repeal. The new Pay Plan was also analyzed for special situations affecting the uniform and fair implementation of the plan and administrative rules were developed to address the same. All of these presently known situations are incorporated in the recommended legislation.

Analysis: The following rules are necessary to provide clarity to administration of the new Pay Plan,

1. Because the actual Pay Plan implementation date is July 1, 2006, The Table III footnote for equity (longevity) increases measuring service as of December 31, 2005 is changed to June 30, 2006.
2. The date used for longevity calculations is the date of full-time employment. Service time in a part-time or temporary capacity is not considered, and equity adjustments are limited to full time employees.
3. Public safety officers hired after June 30, 2006, are eligible to receive a sign-on bonus of \$2,000.00, provided that they continuously meet the written criteria established by their departments and approved by the City Manager. The bonus will be paid semiannually in \$500 increments to qualified employees.
4. Ordinance No. 04-10, Section I, Item 18 that originally established certification pays for Fire/EMS employees with EMT-I certification is being repealed because the new Pay Plan provided for this payment in the new Firefighter/EMT classification. To prevent loss of salary for employees receiving the certification pay, after implementation in the new Pay Plan, this amount will be added to those employees' base salaries.
5. Ordinance No. 02-103 that originally established certification pays for Fire/EMS employees with Paramedic certification is being repealed and Columbus Ordinance No. 0640 is amended by adding a new section to compensate qualified employees who receive salary incentives for being certified as Paramedics at the new rate of \$2400. The difference between the current payment received by these qualified employees and the new \$2400 rate will be added to those employees' base salaries to prevent loss of salary.
6. To accommodate the step system that is part of the new Pay Plan the current "Promotion Policy" contained in Columbus Code Section 16B-3-2.1 is deleted and replaced by a new Section 168-3-2.1 linking promotion to steps rather than a percentage of salary.
7. The Pay Plan adopted by Columbus Ordinance No. 06-40 must be amended to direct HR to use the maximum pay in Pay Plan A when administering the Pay Plan adopted by said ordinance.
8. Ordinance No. 00-31 and Ordinance No. 96-79, regarding educational incentive are deleted and

Columbus Code "Article III, Pay Plan" is amended by adding a new Section 16B-3-12 providing for a \$1200 educational incentive for the first Bachelor's or Master's degree received after June 30, 2006; authorizing the hiring of entry level public safety officers at Step "B" and authorizing advancement by one step for officers obtaining their first associate's degree or equivalent after June 30, 2006; establishes a new definition of educational equivalency to an associate's degree; and establishes a formula to determine the proper placement of officers with advanced degrees into the new pay plan that protects the educational incentive payment they are currently receiving.

9. Ordinances No. 02-13, No. 02-1 and No. 04-31, regarding mandatory attainment of associate's degrees or their equivalency, are repealed.

Legal: Approval of the Columbus Council is required.

Financial Considerations: The additional costs associated with this ordinance were provided for in the FY2007 Budget.

Recommendation/Actions: Recommended by City Manager and Staff.

Agenda Report Addendum

Education Requirements and Educational Incentive Chronological History

- **Ordinance 77-6:** provided 5% incentive for 6 basic Police Science courses and 10% additional incentive for associate's degree in Criminal Justice or a bachelor's degree in any field.
- **Ordinance 96-79:** created simultaneously with implementation of the established pay grade 11 for bachelor's and pay grade 12 for master's degrees...with advancement to next grade, same step (about 5%) when current employees obtain the higher degree. This is the ordinance that was successfully challenged in Judge Smith's court by the petitioners seeking payment for degrees obtained prior to the 1996 ordinance. The City appealed and Judge Smith was reversed by the Georgia Supreme Court.
- **Ordinance 00-31:** corrected an oversight in 96-79 that unintentionally harmed employees with advanced degrees that were subsequently promoted with salaries at or near the entry-level pay for the new position. Grades 11 and 12 were abolished and the 5% incentive payment was established for new and existing employees.
- **Ordinance 03-15:** recognized a Paramedic diploma and Georgia licensure as equivalent to an associate's degree. This ordinance did not address the bachelor or master's incentive payments.
- **Ordinances 02-1, 02-12 and 02-13:** established grade 9 programs for officers with specific college credits but did not have the equivalent of an associate's degree. These ordinances did not address the bachelor or master's incentive payments.
- **Ordinance 04-31:** established the 9A and 9B pay grades for employees with only high school or GED (9A) and a second level (9B) for those with a specific number of college credits. This ordinance did not address the bachelor or master's incentive payments.

RACE/ETHNIC IDENTIFICATION

- A. **American Indian or Alaskan Native:** All persons having origins in any of the original peoples of North, South and Central America, and who maintain cultural identification through tribal affiliation or community recognition.
- B. **Asian or Pacific Islander:** All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands, India, and Samoa.
- C. **Black or African American** (not of Hispanic origin): All persons having origins in any of the Black racial groups of Africa.
- D. **Hispanic:** All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.
- E. **White** (not of Hispanic Origin): All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.
- F. **Some Other Race:** Includes all other responses not included in the “White”, “Black or African American”, “American Indian and Alaska Native”, Asian and Pacific Islander”, race categories described above.

NOTE:

The Equal Employment Opportunity Commission does not denote clear-cut scientific definitions of anthropological origins. For the purpose of this report, an employee may be included in the group to which he or she appears to belong, identifies with, or is regarded in the community as belonging.

PROTECTED CATEGORIES

Protected Category	Defined as:
Age	Age (40 years or older)
Color	Skin color
Disability	Perceived or known physical or mental disability; accommodations for disability
Gender	Sexual harassment, sex discrimination, pregnancy, child bearing/rearing, wages based on gender, status as a parent
National Origin	Place of birth, parentage
Race/Ethnicity	Examples: African-American, Chinese-American, Caucasian, Hispanic, etc.
Religion	Belief, practice, and/or celebration of one’s spiritual faith; accommodations for religious holidays, practice, etc.
Retaliation	Adverse action taken against a person for participation in any EEO complaint whether alleged or validated.
EMPLOYMENT DECISIONS CANNOT BE BASED ON ANY OF THESE EEO PROTECTED CATEGORIES	

Equal Employment Opportunity Commission
DESCRIPTION OF JOB CATEGORIES

01 OFFICIALS AND ADMINISTRATORS:

Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and-housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, kindred workers, accountants, auditors, administrators, (protective services).

02 PROFESSIONALS:

Occupations, which require specialized and theoretical knowledge, which is usually acquired through college training or through, work experience and other training, which provides comparable knowledge. Includes: Personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dieticians, system analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, kindred workers, computer systems analysts, urban planners, recreation workers and lawyers.

03 TECHNICIANS:

Occupations, which require a combination of basic scientific or technical knowledge and manual skill, which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, surveyors, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), drafting, engineering technicians and kindred workers.

04 PROTECTIVE SERVICE WORKERS:

Occupations in which are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, fire fighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), kindred workers.

05 PARAPROFESSIONALS:

Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Includes: research assistants, medical aids, child support workers, policy auxiliary, welfare service aides, recreation assistants, homemakers, aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.

06 ADMINISTRATIVE SUPPORT (Including Clerical and Sales):

Occupations in which workers are responsible for internal and external communication, recording and retrieval of data, and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, general office supervisors, data-entry operators and kindred workers.

07 SKILLED CRAFT WORKERS:

Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics, and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

08 SERVICE-MAINTENANCE:

Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities, or grounds or public property. Workers in the group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and ground-keepers, refuse collectors, constructions laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainee/helpers, and kindred workers.

GLOSSARY

AFFIRMATIVE ACTION PLAN - An active program, with specific goals and timetables, which provide women and minorities opportunities in recruitment, hiring, promotion, and other areas historically denied because of discriminatory practices; and to prevent discrimination.

AVAILABILITY – The percentage of women and minorities who possess the necessary skills required by a specific job group, or who are capable of acquiring such skills.

CHILLING EFFECT – Requirements or attitudes, which tend to discourage certain groups from seeking employment and are considered discriminatory. (Example: requiring applicants in a low-income area to provide credit references on job applications. A hostile working environment, which results in women and minorities resigning or discouraging other applicants is also said to have a chilling effect).

DISCRIMINATION - An intentional or unintentional act which adversely affects employment opportunities because of race, color, religion, gender, disability, national origin, or age.

DISABLED INDIVIDUAL – A person who (1) has a physical or mental impairment that substantially limits one or more of such person's major life activities, (2) has a record of such an impairment, or (3) is regarded as having an impairment.

DISPARATE EFFECT OR DISPARATE IMPACT - The result of an employment policy, practice, or procedure that, in practical application, has less favorable consequences for a protected class than for the dominant group.

DISPARATE TREATMENT – Enforcing rules, regulations, or other company policies differently for different groups, especially in violation of Title VII.

EQUAL EMPLOYMENT OPPORTUNITY - Where all personnel activities are conducted so as to assure equal access in all phases of the employment process. Employment decisions are based solely on the individual merit and fitness of applicants and employees related to specific jobs, without regard to race, color, religion, gender, age, national origin, disability.

GOALS AND TIMETABLES – Reasonable targets and time frames established to address under-utilization or ensure nondiscrimination. Goals are not rigid and inflexible quotas, but attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work.

HOSTILE WORK ENVIRONMENT - exists when an employee experiences workplace harassment and fears going to work because of the offensive, intimidating, or oppressive atmosphere generated by the harasser based on race, color, religion, gender, national origin, age, or disability. A work environment that a reasonable person would find hostile or abusive. *Hostile work environment* is also one of the two legal categories of sexual harassment.

JOB CATEGORY – An overall grouping of jobs based upon similar skills.

MINORITIES AND WOMEN WITH REQUISITE SKILLS - Minorities and women who have demonstrated they possess the skills for the job in question, through on-the-job performance, completion of applicable training or education, and those who could be reasonably expected to acquire those skills within a relatively short period of time after placement.

PROTECTED CLASSES - Term used to refer to minority groups whose members have been subject to large-scale discrimination. The term also applies to women, disabled individuals, persons over the age of 40, and veterans.

REASONABLE ACCOMMODATION - The changing of environment, schedules or requirements to adapt to the known physical or mental limitations of a qualified handicapped applicant or employee.

UNDER-UTILIZATION – Having fewer minorities and women in a particular job classification than would reasonably be expected based upon availability.

WORKFORCE ANALYSIS – A listing of each job title within the organization ranked from the lowest paid to the highest paid, as well as providing a sexual, racial, and ethnic breakdown of employees.